MANAGEMENT

WHEN INDUSTRIAL PROSPECTS SAY, "LET'S SEE HOW IT WORKS!"

Instead of taking the time and the trouble to make on-sitedemonstrations, J. P. Waite, Inc., finds a way to show heavy machinery in action—right in the prospect's own office. See page 37.

ONE-SHOT BIG STORE PROMOTIONS: HOW TO PLAN AND RUN THEM

You want to induce your key accounts among the big department stores to put on a flashy limited-time campaign on your line. James Cumming explains successful techniques. See page

112.

OTHER FEATURES IN THIS ISSUE: The Ford Market Research Department, what it does and why (Page 44) . . . How General Mills puts conviction into sales talks to farmers (Page 48) ... Significant Trends (Page 35).



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143



Judson! Is this supposed to

reach the bride and groom market?

Judson: Yes, sir! We felt that so many of them came to Niagara Falls . . . sort of a key spot for a spectacular stunt like this . . . and dealers all over the country will hear about it, too!

Chairman: But Judson, this is like all the other "once-in-a-while" campaigns. It's just a publicity gag to stock dealers. What we want to do is build up a steady demand among retail customers. If we can't afford to bite off 4 or 5 million circulation on a regular schedule, let's not waste our money on flash mer-

chandising stunts. These days we've got to make every single advertising dollar pay off.

What I want is consistent advertising to a lot of families who have money to

spend. Take the 1,800,000 REDBOOK families, for example. There's a fine alert audience — the majority of them under 35-and they're the kind of people who are looking for good products. They buy about ONE BILLION DOLLARS' worth of food . . . after they've paid off Uncle Sam they still have SIX BILLION DOLLARS to spend.

We could run full pages in every other issue of REDBOOK for \$22,050. For my money that's the kind of a campaign that will keep business coming in month after month.

Let's go home and send an order to REDBOOK.



444 Madison Avenue, New York 22, N. Y.

MARC





In Philadelphia-nearly everybody reads The Bulletin

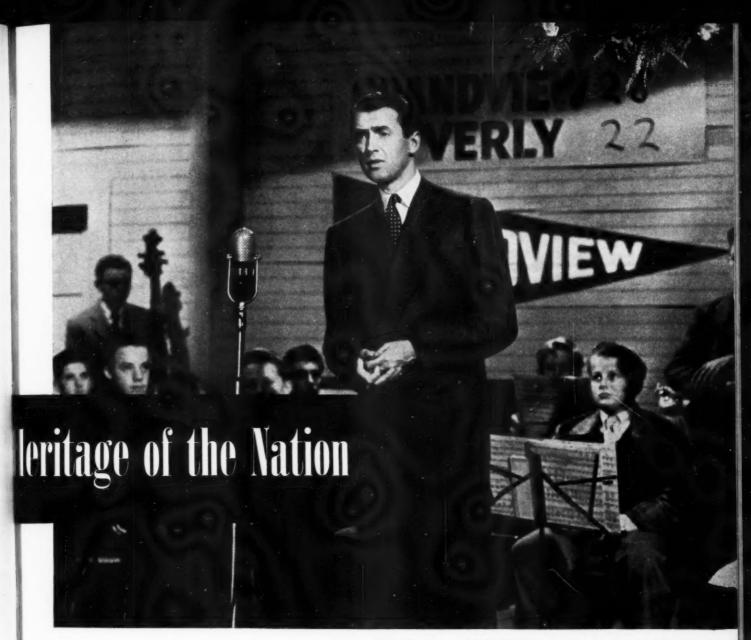
Evening and Sunday

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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from the Robert Riskin Picture MAGIC TOWN starring James Stewart. An RKO Radio release.

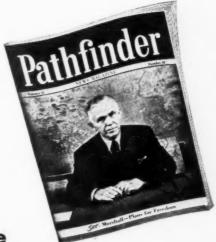
-A Story of the typical American home town.

People who know how to think are part of the American tradition. They build the businesses, lead the community, create new opportunities for themselves and others.

Readership of news magazines today is an unfailing guide to this top level everywhere.

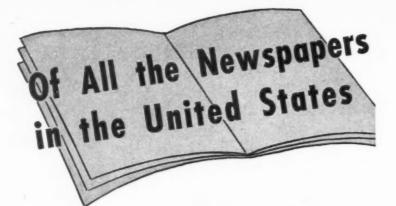
Home town leading families depend as much as city folks on news reports that are clear, brief, understandingprefer PATHFINDER for its human quality. PATHFINDER is now read by more than a million of the nation's top news reading families, most of them home subscribers.

Remember they are also the leaders in America's wealthiest trading centers where the farm cash income comes to market. PATHFINDER is becoming a great force in American life today.



merica's SECOND LARGEST News Magazine

Pathfinder GRAHAM PATTERSON also publisher of FARM JOURNAL Biggest in the Country



ROCKFORD NEWSPAPERS

rank as follows in Automotive Display Advertising

- ★ MORNING STAR
 25th Among Morning Papers
- * REGISTER-REPUBLIC
 28th Among Evening Papers

* Source: Media Records' "First Fifty Report" for Year 1947

111,765 METROPOLITAN POPULATION

377,854 A.B.C. CITY AND RETAIL TRADING ZONE



SEVENTH

in per family Food Sales

THAT'S VERMONT

And here is your Typical American City ready for study in a test campaign.

Burlington, Vermont

now has an up-to-date market survey. Four pages of maps and analysis.

Better write for your copy today or phone the nearest office of

Small, Brewer and Kent, Inc.

The Burlington Free Press



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March I, 1948 Volume 60



SALES MANAGEMENT

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read

MA



You're looking at the newspaper Washingtonians think of first

Local advertisers think of it first when choosing their advertising media (1947 Media Records show The Star first in Retail Display with 18,116,596 lines). Local citizens think of it first when placing classified advertisements (The Star's columns carry from 2 to 5 times as many want ads as the other Washington newspapers). Local home-dwellers make it first in home-delivered circulation.

The Star is Washington's *local* newspaper, *first* in the minds of its readers . . . with confidence inspired by 95 years of publishing integrity.



No. 5

ENT

The Washington Star

Represented nationally by

Dan A. Carroll, 110 E. 42nd St., NYC

The John E. Lutz Co., Tribune Tower, Chicago

























MA

A Growing Family

THE FAMILY MOTTO: A locally planned, locally edited, beautifully printed Sunday Gravure Magazine for a newspaper which has pride in its own ability to know and execute the kind of magazine its readers want.

THIS IDEA of a group of locally edited, uniformly printed magazines is something new in the magazine field. And judging from the growth and acceptance of the Group, it is a sound idea—for in the space of three

ration-bound years the Locally Edited Family has expanded to include Sunday Magazines for eight *first* newspapers, giving saturation coverage in eight *major* markets.

IN EACH of the eight Locally Edited Gravure Magazines readers find pictures and stories about the town in which they live,—about the people, places and events that are closest to them. The result? Higher, more thorough, more interested readership...and greater value to the advertiser.

Eight weekly newspaper magazines featuring The Local Touch for highest reader interest, for greater advertising value LOCALLY EDITED FOR 1,650,000 FAMILIES IN EIGHT MAJOR MARKETS



ATLANTA JOURNAL • THE NASHVILLE TENNESSEAN • COLUMBUS DISPATCH LOUISVILLE COURIER-JOURNAL • NEW ORLEANS TIMES-PICAYUNE-STATES INDIANAPOLIS STAR • HOUSTON CHRONICLE • SAN ANTONIO EXPRESS

INTERESTED? Write Locally Edited Group, Louisville 2, Ky.—or contact any of the following Representatives: Branham Co., Jann & Kelley, John Budd Co., Kelly-Smith Co., O'Mara & Ormsbee, and Sawyer-Ferguson-Walker Co.

The Human Side

ART FOR EVERYBODY

Art is like toothpaste. Both are commodities; both have to be sold. For years dealers sat in their ivory towers, discouraged the mass of people who came in "just to look," made no effort to sell—or even to educate the public art-wise. Recently there's been a growing realization among dealers that they are in competition with automobiles, refrigerators, fur coats. Up and down Manhattan's East 57th Street, the art hub of this country, you can see the fruits of new thinking by dealers. Large windows, with a clear, unobstructed view into the gallery itself are evident, windows are "dressed" with fine, but less expensive canvases, a "welcome" sign hangs on the door. For the public, through museums, has been educating itself. And the day when only millionaires could own fine art has gone.

Now, in an effort to bring living art to the nation's homes and offices, a group of New York City's leading art dealers have banded together to form an association known as the A.D.A.A.—the Association of Dealers in American Art. The gentlemen who sell art have realized that they must convince the rank and file Americans that art is a living expression of the American creative mind—and one of the wisest investments available—not just an abstract plaything for the wealthy.

The artist, on the reverse side of the coin, whom most Americans erroneously picture as a dirty Bohemian character, living in an unheated garret, is not forgotten, either. To encourage and aid artists at work in the United States, Artists Equity, an organization which will provide some security for the old age or bad times of artists, has been founded. And the galleries which are affiliated with A.D.A.A. are setting March 22nd to April 3rd as Artists Equity Week. During that period 10 percent of the gross sales of member galleries will be given to Artists Equity.



ARTISTS AND HELPERS . . . The pleased gent, seated, Harold Milch. The lady, Antoinette Krauscher. Artists—Stephen Etnier, left, & Leon Kroll. They're approving plans for exhibitions of living American art via the new A.D.A.A.

Albert Milch, executive director of the A.D.A.A. and head of the prominent Milch Gallery, feels that with the growth and patronization of American art by the American public, the world will follow in turning to the U. S. for its graphic leads—just as it has in the fashion designing field. Like fashions, he thinks New York City will become the focal point for the world's art ideas. But Mr. Milch knows, as do other art dealers, that to make this dream come true some old-fashioned, hard-hitting selling must be done. And the outmoded idea of letting the customer sell himself will have to go. Galleries must make the public feel welcome to come and browse, ask questions, sit down and take its ease. And there must be a broader educational program. This includes films advertising campaigns, contests-all of which the A.D.A.A. plans to promulgate.

Requirements for membership in A.D.A.A. are simple. The biggest single requirement is that any membership gallery must handle six permanent artists, living and working in the U.S. This means that a member gallery must show the work of six artists, publicize his works, give each a showing once every year.

Mr. Milch defends his colleagues on one count. While he admits that many of them have taken a holier-thanthou attitude toward the public in the past, nearly any reputable gallery has at least one artist in whom it believes but who has not yet "arrived." It's not at all uncommon, Milch adds, for a gallery to support such an artist for years. And in many cases the gallery never recovers its investment. The public, ultimately, decides who shall and who shall not "arrive." But Milch believes with education the public can be taught to appreciate the work of many good artists who, without such an educational program, would live on a gallery's charity and never arrive.

In the last few years several industrial giants have started private collections of paintings which they have featured in their national advertising campaigns. Prominent among these are The Paper Container Institute of America, Capehart, de Beers, and Abbott Laboratories. Oddly enough most of the art which the companies have featured has been what the public calls "modern." Some of it has been non-objective. And all of the paintings have been reproduced in full-color. As in the case of one large coffee manufacturer, the art often has little or no connection with the product. The coffee people, for instance, purchased Luigi Lucioni's "Route 7—Vermont," a picture of a road and a barn, to advertise its wares. But it sold coffee!

The Pepsi-Cola Company has done the young and more-or-less struggling artist a service by its mammoth annual art contest, with substantial prizes to winners. Pepsi backs up this contest in many ways—even reproducing 12 winners on the calendars it distributes in wholesale lots. Another corporation which is making a large contribution to the art consciousness of America

How will THESE FOUR CHANGES affect your sales?

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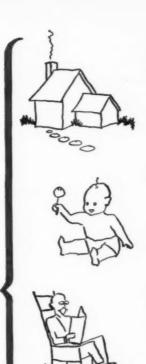
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14 million NEW Family Units!

One out of three American families is a *new* family since 1940! They are only now beginning to experience normal living, to choose freely the things they want to do and want to buy.

25 million WAR BABIES!

In the war and postwar years, our birth rate skyrocketed! 2,265,000 babies in 1939; 3,730,000 in 1947! Here are added problems both of sales for babies, and changed habits of families with babies...

Many more OLD FOLKS!

Despite new families and war babies, the average age of our people is constantly *higher*. More of the market are "set in their ways." In 1948 about 11,000,000 people will be over 65!

Much more SURPLUS MONEY to spend!

Even allowing for higher taxes and living costs, the average U. S. family will have more surplus money for discretionary spending and saving in 1948 than the average *total* money income per family in 1940!

This way you can find out accurately, quickly!

• The 1948 market will be radically different from that of 1940! There will be more people, with more money to spend. But these people will have less product knowledge and less firmly fixed buying habits. And price changes and sharper competition will threaten the brand loyalties of your established customers . . .

Trade re-orders, salesmen's reports . . . none of these can tell you what is really happening to your product where it matters most: in your customers' homes.

A CONTINUING PICTURE ...

But the reports of the J. Walter Thompson Consumer Panel can give you the FACTS of consumer trends and the reasons for them ... before it is too late!

Not a one-time survey . . . not a "recall" survey . . . the JWT Consumer Panel gives clients monthly reports, based on a continuing written record of every purchase (of the products included), wherever made. Its sample of 5000 families is a scientific cross-section of all areas and all types of families in the United States.

Your competitors cannot match this vital information: it is available to one manufacturer only in each product field!

The Consumer Panel is only one of the many unusual services available to JWT clients. May we tell you more about it? No obligation, of course. J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.

The JWT CONSUMER PANEL offers these 17 unique advantages

Monthly reports show consumer purchases of product

- 1. for the entire country
- 2. by regions, to fit your sales setup
- 3. by income groups

Reports can show promptly consumer purchases . . .

- 4. divided between urban and rural
- 5. by city-size groups
- 6. by age groups
- Reports also show consumer purchases of competitive products, and
- 8. Reasons for brand selection, and
- 9. Degree of brand loyalty, and
- 10. Who uses vs. who buys the product, and
- 11. Relative importance of principal uses, and
- 12. Relation between factory sales and consumption.
- 13. Monthly summaries within 30 days!
- 14. Complete interpretation of data.
- 15. Case histories—the continuous matched sample.
- 16. Low cost.
- 17. Exclusive use in each product field.

There are 23 J. Walter Thompson offices strategically located throughout the world . . . In North America: New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto, the Wall Street office in New York and the Latin-American Division in New York In South America: Buenos Aires, São Paulo, Rio de Janeiro, Santiago In: London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne.

MARCH 1, 1948

Get that

NEW LOOK

at Newark, N. J.



Department Stores Sales—December.
1935-39-100%

377%

Same month, 1946:

355%

Back in 1945:

282%



is The United States Time Corporation. Each of these companies ships its exhibitions around the country to various cities where the public may inspect them, free. The Beech-Nut Packing Co. maintains a large and important collection of great art in a gallery at its home plant for the enjoyment of employes, provides lectures, allows the employes to have meetings, parties and teas in the gallery, where they may have free rein to study and appreciate the art which hangs on the walls.

Artistically, America is coming of age.

ODD SHOES FOR ODD FEET

Do your feet get along well together? We mean are they mates? There must be millions of people who have discovered that the shoe pinches—on one foot, anyway. Whether you know it or not, your eyes are different sizes, your ears aren't identical why should your feet be of a size? For the mismatched, foot-wise, there's a solution to the problem. And it doesn't consist of buying two pairs of shoes and tossing the mismatched ones away, either.

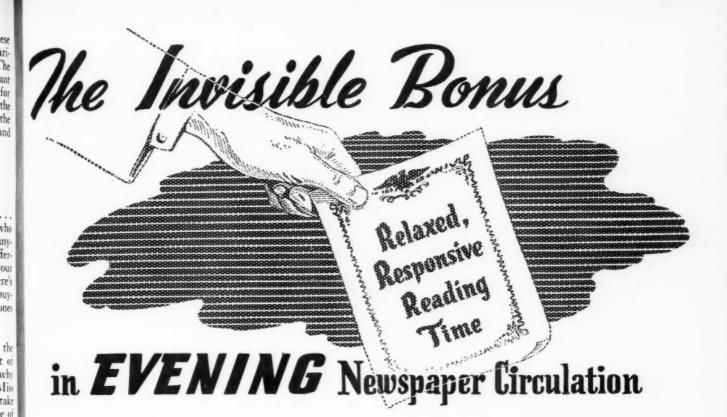
Out in St. Louis there's a non-profit shoe service, the National Odd Shoe Exchange, which is saving a lot of shekels for a lot of people. And the miracle is-why didn't someone think of it before Ruth C. Rubin? Miss Rubin is one of those unfortunates who refused to take her shoe trouble standing up. Not, at least, when one of the shoes was pinching her. Due to an attack of polio she was required to wear different shoe sizes, thus becoming acutely aware of the problem confronting thousands of other people in similar situations. She founded the N.O.S.E. as a solution to her own problem, and now she's on her way to solving everyone else's as well. Function of the service is to bring together people with mutual shoe problems and let them solve their difficulties by a help-themselves plan. The Exchange doesn't deal in show -except at long distance and by proxy-but with name or persons, of similar ages and tastes in shoe styles, who have, or are seeking, "mismates."

Originally the service was a free one. It has grown so far beyond Miss Rubin's expectations that in order to keep the wheels rolling she has been forced to charge a nominal registration fee. The fee is the very minimum necessary to handle operational expenses.

Miss Rubin doesn't guarantee that everyone will be immediately successful in finding a mismate-mate. She provides a list of names and you take it from there. The past year's experience has proved, however, that hundreds of people have solved their shoe problems through the Exchange.

To enroll in the service one merely sends Miss Rubin his name, address, age and sex, his shoe sizes and widths. The only other particulars she needs are notes about the types of shoes you want. The Exchange forthwith sends you a list of people who sound logical as mismates. For instance, if you have a left shoe that's un-useable, Miss Rubin digs down in her files until she finds someone of your age, sex, size and tastes, but who has a right shoe he or she can't use. If the deal, after you've corresponded, sounds right, you swap!

During the past year Ruth has gotten letters from practically every state, blessing her for having put them onto a mismate-mate. Who knows, she asks, but what a romance or two has been born over an un-useable left shoe?



 No rushing for a bus . . . no coffee gulping . . . but the kind of feet-on-astool newspaper reading that gets results for advertisers!

While such conditions are true of evening newspapers in general, they apply with particular force to the Indianapolis area. This is . . . as survey after survey shows . . . predominantly an evening newspaper market, with a decided preference for evening papers.

Given such a market, the smart advertiser selects the unchallenged leader in its territory . . . in this case The Indianapolis News. Throughout Indianapolis and the 33 surrounding counties, The News not only has the greatest daily circulation in Indiana's history, but also the reader responsiveness and confidence that result in action and sales.



INDIANAPOLIS NEWS

The Great Hoosier Daily . . . ALONE . . . Does the Newspaper Job.



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FIRST IN DAILY CIRCULATION FIRST IN DAILY ADVERTISING FIRST IN THE HEARTS OF HOOSIERDOM

DAN A. CARROLL, 110 E. 42nd St., New York 17 . The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 . JOS. F. BREEZE, Bus. Mgr., Indianapolis 6 MARCH 1, 1948

11





This New Combination Reaches Operating Executives NATION WIDE

Advertise for the "YES" that gets ACTION . . . through the pages that decisionmaking executives value more highly than any other publication

A down, can now reach a national audience of business and industrial leaders with the use of only two dailies—The New York Journal of Commerce and the Chicago Journal of Commerce.

Men who manage businesses and meet payrolls need quick facts these days. They get these facts overnight, every day, in the only complete daily business newspapers in the country.

The Journals of Commerce (New York and Chicago) hold the confidence of over 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presidents, vice-presidents and other production, purchasing, sales and traffic executives. J-of-C circulation represents the highest concentration of business and industrial decision-making officials now available to advertisers.

Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Do you have an institutional message for top management? Write or telephone for the Story of the Greater J-of-C Market and rate cards. One order buys this nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.



Nation-wide concentration of Top Management

A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers

United Airlines
Brazilian Gov't Trade Bureau
American Express Company
Cities Service
Chrysler Motor Cars
Furness Bermuda Line
Calvert Distillers Corp'n
Guaranty Trust Company
Hartford Fire Insurance
Company
Robert Reis & Company

The Journals of Commerce

The Journal of Commerce

*

Chicago Journal of Commerce -

12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND

NEWS REEL



CHRISTIAN CRONIN

Appointed advertising and sales promotion manager of Olin Industries, Inc., the parent organization of Winchester and Western Cartridge Co. Divisions.



Former manager of the Wilkes-Barre, Pa., Branch of The White Motor Co., has been named assistant sales manager of the company's Wholesale Division.



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HOWARD M. WALLACK

Sales manager of the Pipe and Smoking Accessories Division, John Hudson Moore, Inc., which he joined in 1945, is elected a vice-president of the firm.

LEWIS GORDON

Newly appointed director of the International Sales Division of Sylvania Electric Products, Inc., has been a sales executive with the company since 1931.





VICTOR LEBOW

General sales manager of the Chester H. Roth Co., Inc., is elected vice-president in charge of sales and advertising; continues to direct marketing.

DUDLEY B. BLAKE

Newly elected vice-president in charge of sales and advertising of The Monroe Sanders Corp., manufacturers of industrial finishes and synthetics.





DAN W. McDUFFEE

Named manager of the East Central Division of the Prest-O-Lite Battery Co., Inc., Indianapolis, Ind., he has been in the battery business since 1937.

EDWIN W. KALER

Former vice-president in charge of sales for the Archer Mills, Inc., Columbus, Ga., is appointed vice-president for sales of the Daystrom Corp.



MARCH 1. 1948

PUT THESE SHOPPERS BACK



*Sales Management Survey of Buying Power, 1947
*A.B.C. City and Retail Trading Zone based on Bureau of Census 1947 Report for Baltimore Metropolitan District

1st in circulation in the 6th largest city

Baltimore News-Post

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

BALTIMOE



MARCH 1, 1948

17

Blue Ribbon Toming

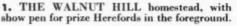




2. THE TAYLORS look over part of the herd. Pure-bred Herefords have interested this family since Grandfather Taylor started the herd in the 1860's.



3. SON JOHN with the Taylors' Grand Champion heifer, Walnut Hill Bonny. John, at 18, is an expert on the care, feeding and showing of prize cattle.





4. WITH TRACTORS, trucks, cars, jeep, discs, plows, balers and trailers, the Taylors operate mechanized equipment rolling on a total of 117 wheels.



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5. TOM and irrigation adviser in water system which insures crops and tures against drought, and which has all ample for irrigation on neighboring is

The best people in The

turn to Country Gentlem

and Bountiful Living Kansas cattle ranch

N BARTON COUNTY, Kansas, mention Walnut Hill Ranch and most anyone will tell you, "The Taylors do things right."

Last year they marketed \$18,000 worth of Hereford breeding stock, brought home a basketful of blue ribbons from stock shows, harvested 11,000 bushels of wheat, put \$25,000 into an irrigation project.

For the cattle-minded Taylors, farming is a broad-gauge business, intensively mechanized, requiring twenty-two buildings to house stock and equipment.

And at Walnut Hill, living is on as generous a pattern as the ranching. The roomy, gracious white frame house inspires congenial home life, sees plenty of good company.

The complete story of this Country Gentleman family—the story of their enterprise and satisfying life—is told to the magazine's 2,300,000 families in the March issue. It is another of Country Gentleman's "Good Farming—Good Living" articles . . . another big-as-life portrait of The Best People in the Country.



6. THE TAYLOR HOUSE has all modern conveniences, electric range, washer, mangle and other appliances—uses automatic oil heat.



7. MRS. TAYLOR entertains in her attractive house, did the interior herself, a tribute to her good taste and Washburn College training.



8. PRIZE-WINNING Herefords have brought the Taylors a fine array of show ribbons. On tours, John literally lives with his prize stock.



for Better Farming, Better Living



entlem

MENT

sell the

mother through

PARENTS'

MAGAZINE!

PARENTS' MAGAZINE
reaches more than 1,150,000
young families with
children—four person families
on the average—who spend
more than \$1,250,000,000
for food each year!

families with children...

- ...have different food buying patterns than other markets. A new survey, "Feeding Your Family", reveals important information for food manufacturers. Random findings:
- 70% prefer stores with special baby food departments
- 69% have served gelatin within the past week
- 70% prefer to buy vitamin fortified foods
- 52% buy special foods requested by children
- 93% clip and save recipes from magazines
- 96% of mothers do the family cooking themselves

Send for free copy of "Feeding Your Family", new food survey.

PARENTS' MAGAZINE

52 Vanderbilt Avenue, New York 17 Atlanta • Boston • Chicago Los Angeles • San Francisco

than 1,150,000 circulation





BY T. HARRY THOMPSON

' If March comes in like a Lion, it may go out like a Kiwanian.

Tessie O'Paque thinks "euthanasia" refers to the young people of an eastern continent.

A radio spot says: "Join the new National Guard and get ahead." Jack Lutz says he knows another way that needs no drilling.

L. C. Tobiason, of Milwaukee Lace Paper Co., sympathizes with us for having trouble with ordinary paper napkins. He sent a supply of Milapaco Banquet Napkins which aren't always slithering off your lap to the floor. I suggested he call them Lapkins, but he writes that someone is already using that name.

Bing Crosby got a big laugh when he referred to the people who apparently put on the soup-and-fish just to stay home and play the phonograph.

Kudos to Gardner Cowles for "Our American Heritage," prepared by the editors of Look for the American Heritage Foundation, and used in connection with the display of historical documents on the Freedom Train. A timely reminder that the liberties we take for granted were bought with "blood, sweat, and tears."

"34 years' experience in radio engineering are back of the reputation Magnavox enjoys today as the symbol of radio-phonograph quality." It are?

Dick Dickson quotes some quickies from *The Safe Driver:* A boy asks his dad what "diplomatic relations" are. Pop says there *are* no such people. And then this Capsule Carica-

ture: "She was the kind of girl you'd like to bring home to Mother . . . if you could trust Father."

The Philadelphia Bulletin's Paul Jones reminds us to count the high cost of government . . . federal, state, and local . . . when we review today's cockeyed cost-of-living.

HEADLINE PARADE

Hospitality in your refrigerator.— Coca-Cola.

The Climate of Freedom.—Burlington

How to make warm friends (and vice versa).—Four Roses.

They're making mayonnaise in a bullet-factory now.—WAA.

Keys to an enchanted kingdom.— Steinway Piano.

The Farmer Takes a Mike.—Caption in "Time."

"Floor Show" . . . starring Moultile.

Sign in a laundry reported by Kasco Informant: "We do not tear your laundry by machinery—we do it carefully by hand." And a baby ear of corn is told by its mother: "The stalk brought you."

Allan Hovey's agency has a medical client who makes a preparation indicated for the climacteric (change-of-life, to you). Allan is looking for a spot to use: "The Menopause that Refreshes."

If history repeats, the Third Party may be as lethal as the Third Rail.

Incidentally, Henry Wallace's favorite breakfast is no doubt Appease Porridge Hot.

An item here praising Kee Lox carbon-paper caught the eye of Remington Rand's Hugh Larkin, in the San Antonio branch. He sent me a sheaf of their Patrician No. 1875, saying it would "make sparkling copies on your Remington Noiseless portable." It does, Hugh, and many thanks.

The Soviet's Panyushkin will do well in Washington if he doesn't follow the Party Line and start to pan America.

The king-row has all but disappeared from the world's checkerboard.

I doubt that there is a better-looking, better-performing car on the road than the 1948 Buick; yet, to me, the copy is unbelievably juvenile.



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you can SAVE DOLLARS and DAYS with DELTA AIR FREIGHT ... to and through the South

fast, frequent flights— Delta flies cargo in DC-4 and DC-3 passenger planes on all schedules. Plus two special all-cargo planes nightly between Chicago-Cincinnati-Atlanta and between Fort Worth-Dallas-Jackson-Birmingham-Atlanta.

Every $2\frac{1}{2}$ minutes night and day, a plane lands or takes off along the Delta system. There's no delay in getting goods underway.

pick-up and delivery -Fast trucks from your door to airport, from airport to



final destination. This Delta service is optional. Charges are low, only 35 cents per 100 lbs. (or minimum charge 75 cents per shipment) at all Delta points for either pick-up or delivery.



large or small—Air Freight rates start at 25 lbs. Maximum per plane (DC-4's) is 7,000 lbs.



Flying Freighters can handle pieces up to $4\frac{1}{2} \times 4\frac{1}{2} \times 8$ feet, also live stock. All-cargo flights are timed for special convenience of shippers.

connections— Delta flights connect with 10 domestic airlines at key points such as Chicago, Cincinnati, Knoxville, Atlanta and Dallas, with 9 international lines at Miami and New Orleans and Dallas. You can ship from any point TO and THRU the South via Delta.



what's economical to ship? Delta rates have come down, while surface rates have gone up. With costs via air below or about

equal to first class surface rates, it's economical to ship any product by air that does not ordinarily move by rail freight or in bulk in trucks.



reduced fruit rates—Northbound shipments of fresh fruit and vegetables from 11 Delta cities now fly at a 40 per cent discount, with rates as



low as $12\frac{1}{2}$ cents a ton-mile. Reach markets at peak prices, with mature products only a few hours from field to store. Save on icing and spoilage.

study these rates—Here are typical airportto-airport rates, with flight times. Compare these rates with what you are now paying. Then compare the savings in time, inventories, production; the quick sales you gain and extended markets. Note that where costs are equal, you get a bonus via Delta or two to ten days faster delivery.



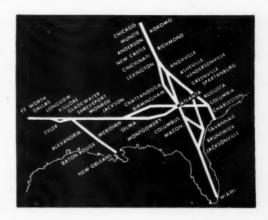
	Per	100 lbs.	Flying Time
Chicago-Cincinnati	!	\$3.07	1:19 Hours
Chicago-Atlanta .		6.55	3:29 Hours
Dallas-New Orleans		5.05	2:14 Hours
Dallas-Atlanta		8.00	4:25 Hours
Cincinnati-Atlanta		4.55	1:55 Hours
Cincinnati-Chattano	oga	3.55	1:45 Hours
Knoxville-Miami .		8.50	4:40 Hours
Knoxville-Jacksonvil	le.	5.05	2:38 Hours



one phone call to any Delta office will bring you point-to-point air rates, with direct comparisons of ground costs to the same cities. Let Delta aid you with ship-

ping problems, in finding ways to cut costs, speed deliveries and increase sales. From off-line points, write Air Freight Department, Delta Air Lines, Atlanta, Georgia.







HOW DOES YOUR SALES STORY LOOK

GLORIFY SALES PRESENTATIONS

Does your star salesman spend money for a manicure . . . and then use a presentation thumb-printed and fingermarked by a score of previous prospects?

A presentation worth your salesman's personal time is well worth presenting properly. FUL-VU Binders are available in virtually every required size or shape—or can be made-to-order to suit your requirements.

Give your sales story the sparkle it deservest Get samples and full details teday. Call your stationery supply house or write: Cooks' Inc., 784 Wright Ave., Comdon, N. J.

IDEAL FOR: Salesmen's Price Lists, Proposals to Management, Executive Sales Presentations, House-to-House Sales Presentations, Counter Sales Books, Salesmen's Catalog Sheets, Insurance Presentations.



BINDERS WITH TRANSPARENT MIKAFILM "WINDOW SLEEVES" Designed and manufactured exclusively by COOKS' Inc., Camden, N. J.



We don't need to put on a circus to draw a crowd. Our 100% service content, devoted entirely to better living in better homes, draws over 3,000,000 husbands and wives who pore over our book, cover to cover, ads and all. They have the money to spend for the things they find there. Better look into Better Homes & Gardens!



AMERICA'S FIRST SERVICE MAGAZINE

Look at these Buck Rogers features listed in a single ad in Country Gentleman:

> Dynaflow Drive Taper-Thru Fenders Road-Rite Balance Safety-Ride Rims Hi-Poised Fireball Power Quadruflex Coil Springing Sound-Sorber Top Lining Flex-Fit Oil Rings Rigid Torque-Tube Duomatic Spark Advance Vibra-Shielded Ride

An unregenerate Republican, who shall be nameless, writes that Elliott was still selling Christmas trees two years after "Santa Claus" passed on.

One thing my idea of luxury is not: Breakfast in bed.

I get tired of reading about "tossed salads." From where I sit, I could toss them all into the garbage-can.

And then there was the super-salesman who took the Bermuda agency for a line of anti-freeze products.

NIT-"You say you lost at cards last

WIT—"Yeah; I was sitting up with a slick friend."

The make-up editor of Good Housekeeping took an ad with this heading: "He's helpless in your hands with the new Hinds," and placed it next to an editorial column with this head: "Don't Overdo It."

Deflation note: You can still get the giant, economy size of Vaseline for 15c.

Curtis News-Briefs tells us that 61% of all farms (3,500,000) are now electrified. The farm's most efficient hired man, say I, is the force that goes to work when you throw a switch.

Whenever an advertiser is stuck for an idea, he reaches into the mothballs for the old reliable: "New! Improved!"

A later mail turns up Dick Dickson again, this time quoting Standard Brands as saying: "Fermentation Is Our Business." Dick, who lives in West Virginia, says it's also a pleasure to the boys in the hills, with "shine" at \$15 per gal.

Movie promotion is in a rut. Can't Hollywood think of anything but a man and a babe in a clinch?

Not that that isn't appealing!

SALES MANAGEMENT

Warrect direct

A new generation has arrived—is setting the pattern for today's most significant trend. They're the young progressive liberal men and women. Their liberal activities gain molliberal men and women. Their liberal activities gain molliberal men and scolleges release and business and the professions mentum as colleges release and business and the professions absorb them. Alert—with initiative—enterprise—ability, they have also because the setting the pattern for the pattern for

The newspaper PM is especially edited for them and is their only guide-post. Today it's an expanding market and a size only guide-post. Today it's concentrated—and PM enjoys able one. In New York it's concentrated—and PM enjoys the striking loyalty of those composing this young and in the striking loyalty of those composing this young and intereasingly influential group. It costs little to cover all of them through PM, which holds the complete confidence of liberals.

to this new market

These are facts:

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- 60% of PM readers have attended college and the balance have had more education than the national average.
- 2. More than 4 out of 5 are young between the ages of 20 and 45.
- There are 2 or more earners in 64% of PM's families.
- 74% are in positions of authority and responsibility — half of these being in the professions, business ownership or management.
- 93.6% take PM home with them—and this is a morning paper.

Send for a copy of the PM survey today.

in new york it's

the newspaper of comment

"A Marskall Field Publication"

Represented Nationally by Lorenzen & Thompson, Inc.

MARCH 1, 1948

-and wait til you see her nest l

If you're hatching plans that call for increased advertising productiveness, consider the fertility of the nest egg offered you by Woman's Day: In 1948, Woman's Day's more than 3,000,000 housewives and mothers will spend more than \$11,637,000,000 satisfying the appetites of their collective families . . .

\$4,462,000,000 for Food and Tobacco

\$1,795,000,000 for Clothing, Accessories, Jewelry

\$ 188,000,000 for Toiletries and Beauty Parlors

\$1,459,000,000 for Household Operation

\$ 140,000,000 for Drugs and Appliances

In Woman's Day you can hatch this egg at the lowest page rate per thousand of any women's service magazine. Equally important, your advertising will be incubating compound reader interest thanks to an editorial vitality that produces the greatest single copy sale of any magazine in existence; an editorial vitality that has pulled more than 600,000 reader letters and more than 700,000 requests for instructions (without advertising influence) in a single year . . . from the greatest concentration of price-conscious, economy-minded women in these United States . . . and 71% of them in cities of 10,000 and over.

Advertisers who count costs court women who count pennies.

because buying is a woman's business:

0

a Woman's Day is never done selling

THE

MAGAZINE

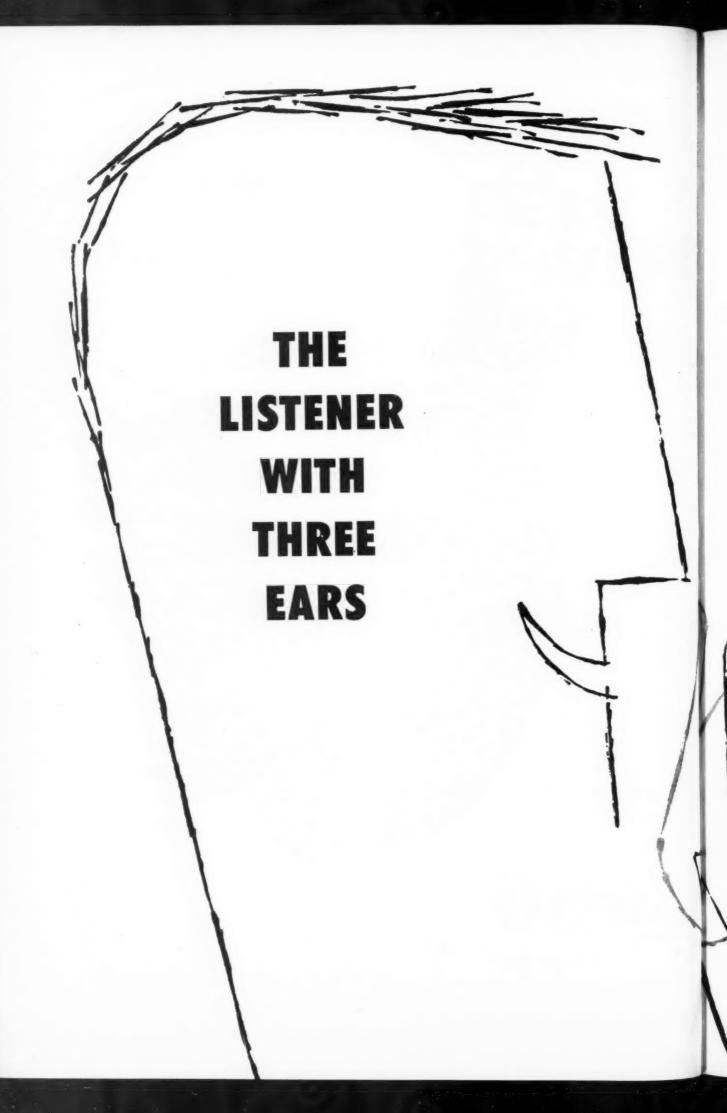
Woman's Da

Found Money "This is to advise you that we* have received 5,698 replies to our last advertisement in Woman's Day which brings our cost per individual inquiry down to 19 cents. We consider this an excellent showing." *Name upon request. tions MARCH 1, 1948

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25



What does "the best" in Radio mean to you?

Well...with which ear do you measure Radio:
with a listener's? an advertiser's? a critic's?

TO THE EAR OF A LISTENER the best in Radio
is—simply enough—programs that please most.

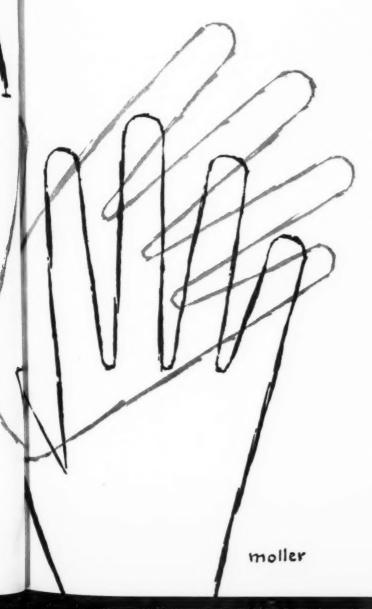
TO THE EAR OF AN ADVERTISER it's programs
on the network reaching audiences at low cost.

TO THE EAR OF A CRITIC it means programs
of the greatest public good.

It is with these three ears that America has

judged Radio from the beginning.

And to all three... CBS CLEARLY IS THE MOST EFFECTIVE NETWORK IN RADIO TODAY.



In programs that please most...

The NEW YORK TIMES tells the story in ten words:
"In original programming, CBS is far and away
the leader..." Certainly, anyone looking for a better
program finds the new CBS-produced
popular programs like Arthur Godfrey's Talent Scouts,
My Friend Irma, Abe Burrows, Suspense, Studio One
already in the record—with many more available
from the CBS Program Department:
largest in all Radio, acknowledgedly most successful.

In programs that deliver most...

The most comprehensive audience-measurements in Radio show that CBS delivers its large audiences to advertisers at LOWER costs than ANY other network. In the last full season of broadcasting, the other three networks averaged only 82% of CBS' efficiency in the evening and 77% of CBS' efficiency in the daytime in delivering audiences for each dollar of time AND talent costs. (Full details are available.)

In programs that serve most...

CBS leadership is found in the creative vigor of its Documentaries like "The Eagle's Brood," "CBS Is There," "Fear Begins at Forty"... in the maturity and scope of its News broadcasts... in the complete range of its Public Affairs broadcasts. Here CBS again, in making great Radio out of great subjects, is "far and away the leader"— just as CBS leads all networks in advertising efficiency.

Columbia Broadcasting System

-where 99,000,000 people gather every week





Only \$95 to \$102 a month to place a factual advertisement for an industrial product in Industrial Equipment News . . . Industry's most complete product news service . . . The spot where more than 52,000 selected specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan" and for IEN's new N.I.A.A. Report,

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company 461 Eighth Avenue, New York I, N.Y.

CCA



NBP

BULLETIN BOARD

FTC Procedure

What happens when FTC is over-ruled in court?

Best example, and one that deserves study by every advertising and sales executive, is the case of the Parker Pen Co. It emphasizes FTC's "glacial speed" which Commissioner Lowell Mason has complained about, and gives an idea of what can be expected when businessmen find it necessary to carry an FTC case through the entire machinery set up by law.

In this department on February 1, 1947, we reported how the Circuit Court of Appeals (Chicago) had instructed FTC to modify its order against Parker Pen Co., chiding the Commission for being "over meticulous." Last fortnight—a full year later—FTC issued a modified order in compliance with the court decree. The original order was issued in May, 1945. Thus, this procedure took almost three years.

It will be remembered that the original FTC order absolutely prohibited representations that Parker pens were guaranteed for life, when a charge was imposed for servicing or for parts. FTC attached a proviso that the service on the pens, as distinguished from the pens themselves, could be truthfully represented as guaranteed. This was what the court found to be "over meticulous," but it did hold that a statement of guarantee must be accompanied by a definition of the guarantee in equally conspicuous print.

FTC's modified order, accordingly, requires that the terms of limitation of the guarantee, including the amount of any charge made for servicing or for parts, be placed close to the words of warranty and in print of the same size as the other regular printed matter in Parker advertisements. The new order leaves unchanged the prohibition against any representation that the pens are "unconditionally" guaranteed for life.

In this case, net effect of the original order is changed very little—despite the court action—and Parker is just about where it stood a year ago in its tilt with FTC. Not all

cases wind up in such narrowly defined channels, but sweeping reversals of FTC are rare.

Governmental Information

Is the government compiling any new data on family spendings?

Spot checks are being made by two Government departments, the Bureau of the Census and the Department of Labor, to determine average incomes and spending.

Thus, Census will report that there are so many families in each of the selected cities with incomes of \$3,000 \$3,500, and \$4,000 a year. The Labor Department will add information about last year's spending by families of \$3,000, \$3,500, and \$4,000 a year.

Census spot checks will seek name, ages, marital status, family relationships, occupations, and incomes. The Labor Department spot check will find out how many women at various income levels buy new winter coats, and how many pairs of stockings they wear out in a year.

But does the average housewife remember what she paid for some thing a year or so ago? "You'd be surprised," says Dr. Brady who is in charge. "If she bought her last winter coat four years ago, she remembers when and how much it cost. She hasn't forgotten what she paid for a new chair or table, or radio, either."

Highway Construction

Will the Public Roads program be deferred until we have a depression?

President Truman has asked Congress for one billion dollars to help the States rebuild and modernize highways.

A two-year stopgap program would be confined to roads so badly worn that they are safety hazards and cost too much to maintain . . . and roads which fall seriously short of handling the traffic.

In addition, a long term, extensive road-building program is needed, the President said, because there are now



JAM HANDY

CHICAGO I

VISUALIZATIONS . SLIDE FILMS . INDUSTRIAL MOTION PICTURES TRAINING ASSISTANCE .

PITTSBURGH 19

NEW YORK 19

DETROIT 11

DAYTON 2

MARCH 1, 1948

WASHINGTON, D.C. 6

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now ENT LOS ANGELES 28



WTAR-NORFOLK's audience delivery per advertising dollar does it . . . and here's how:

NORFOLK MARKET has the greatest metropolitan area population gain in the nation, 1947 over 1940 ... 43% more customers, 61% more new households to supply, says Bureau of Census. And ... WTAR keeps right on delivering the BIG share of this healthy market ...

Let us give you more facts about buying power and coverage. They show why WTAR-NORFOLK does such a thrifty job on your sales costs, with such handsome increase in profits.



NBC AFFILIATE
5,000 Watts Day and Night

Operator, WTAR-FM 97.3 Megacycles National Representatives: Edward Petry & Co. nearly 3,000,000 more vehicles on the road than before the war. "By any reasonable standard, our highways are inadequate for today's demands," he said.

But this long-term program must be postponed, he added, lest it overtax the construction industry and add to the danger of inflation.

Federal Purchasing

Are major shifts being made in Government procurement which will affect sales to public agencies?

Several shifts are in the making but it is hard to assess, as yet, the effect they will have on those people dealing with sales to Government agencies.

The Senate has passed a bill which would return supply branches of the Army, Navy and Coast Guard to peace-time procurement methods. It allows some discretion to contracting officers in determining the relative merit of bids. In special cases it would permit negotiation without bids. The House previously passed the bill, but it was checked back for amendments.

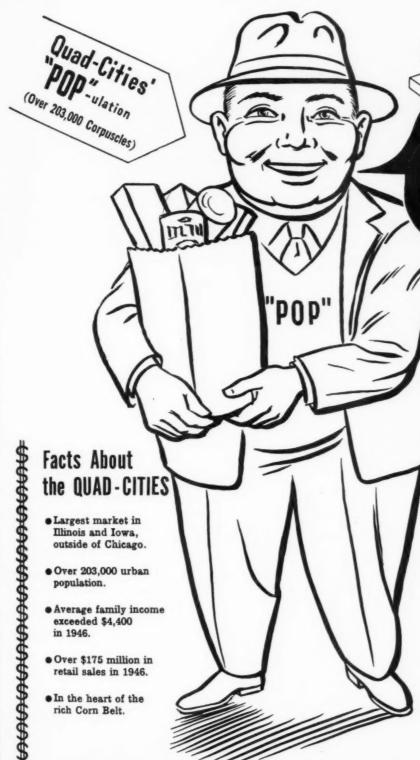
Also, for some time the President has been preparing to ask Congres to transfer both the War Assets Administration and the imporant Treasury Bureau of Federal Supply to the Federal Works Agency. Major implication in this latter move lies in a switch to new hands—and the likely development of new procurement techniques. Outwardly it would be only a switch of responsibility, not accompanied by any enunciation of policy change.

Also on the Presidential agenda is a recommendation that the priority system in WAA sales be dispensed with

Population Increases

What Census figures are available on war-inflated cities?

During the last half of 1947 the Bureau of the Census made an actual count in 44 cities and towns which had experienced an unusual increase in population either because of changes in political boundaries or because of relatively high in-migration during the war. Complete figures are available upon request to to Bureau of the Census, Department of Commerce, Washington 25, D. C. Forty of the communities covered are in California, and one each in Alabama, Arizona, Arkansas, and Florida.



I buy most of my "vittals" on the Illinois side

ROCK ISLAND MOLINE

E. MOLINE

OLIVE

In the area covered by the Argus-Dispatch newspapers

Yes, nearly 60% of the Quad-Cities population live on the Illinois side. Naturally, they buy their groceries near their homes. That is why the Illinois side of the Quad-Cities leads in grocery sales . . . and why the Argus-Dispatch newspapers produce top sales results for food items.

Argus-Dispatch are the only daily newspapers published on the Illinois side . . . the only newspapers that adequately cover this major portion of the Quad-Cities.

National Representatives — The Allen Klapp Company

National Representatives — The Allen Klapp Company

MOLINE DAILY DISPATCII

\$3,000,000 Moline

Stand Moline

MOLINE DISPATCH

ALCOA PLANT CHEST

ROCK ISLAND ARGUS

MARCH 1, 1948

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GOOD HOUSEKEEPI

 $B_{ ext{RIDES}}$ and young-marrieds are a huge market and growing larger every day. Here's how it adds up:

These new family units will comprise 46% of the total family units by 1950!

Make your product a part of their new homemaking! Make the purchasing of your product their life-long habit!

Because brides and young-marrieds are your most important market, Good Housekeeping should be your first choice. It's theirs!

*3 Results of a new Elmo Roper study called "Young Women and Magazines."

10.274 young women interviewed.

More newlyweds and young-marrieds named Good Housekeeping as the service magazine that—

- 1. They read most regularly
- 2. They find most useful
- 3. They spend most time with per issue

To advertisers and agencies—a copy is available for your inspection,



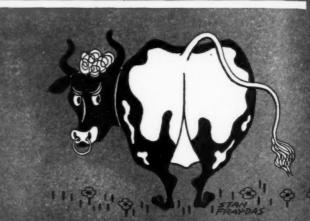
We give this seal to no one—the product that has it earns it.



sells goods

Anybody can hit these ...





but only FORTUNE can do all these ...

PROMOTE INQUIRIES—A plywood advertiser assigned FORTUNE the job of finding and cultivating prospects for a new product. Within three weeks he was swamped with 306 inquiries from "officers or owners of well-rated companies." And an insertion for another new product brought 492 inquiries.

SELL BIG TONNAGE—As a result of two insertions in FORTUNE, an advertiser of ceramic tiles secured large volume business that included one order from an oil distributor *for 200 carloads*.

MERCHANDISE QUALITY—A consumer manufacturer wanted to add quality promotion to an advertising program that had provided only for mass coverage. As a result of a FORTUNE campaign and extensive merchandising of his FORTUNE insertions, he built dealer enthusiasm for a new quality standing.

OPEN LONG-CLOSED DOORS—The advertiser's aim was to promote his chinaware to the management of hotels, restaurants, clubs, and railroad dining service. Among his results through FORTUNE: *The big-volume business of a world-famous hotel* that he had failed to sell in twenty years of trying.

FIND FOREIGN CUSTOMERS—A manufacturer of water coolers advertised in FORTUNE with no special appeal for foreign business. In addition to heavy domestic response, he received inquiries from distributors around the world, including one from Canada asking for 1000 units annually.

BUILD DISTRIBUTION—Advertising copy for men's toiletries pointed to their gift attractiveness in FORTUNE's wealthy male market. The advertiser reported a heavy response that included dozens of requests each month for dealer representation.

preparation equipment used FORTUNE to sell coal executives as well as heavy industry management having a voice in the coal industry. One advertisement alone brought more than 100 letters from large coal operators in five major mining states. One of the campaign's results for the company: "The reward of a national background."



SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending March 1, 1948

LET'S ALL HELP TO UNITE AMERICA

The Advertising Council, Inc., is now launched on its most important peacetime project—one designed to foster the American heritage of freedom and equality by combating prejudice of race, religion, or national origin. The Council, which is a non-profit organization, sponsored by leading associations and individual corporations in the advertising field, deserves the backing of everyone who considers himself a true American.

The purpose of the campaign is well summed up in the tag end of one of the radio messages which Kolynos uses: "Judge every man by what he is—not by race, religion, or color of skin. Fight against race and religious prejudice . . . and you're fighting for a better America."

The President's Committee on Civil Rights, headed by Charles E. Wilson of General Electric as Chairman, gives three reasons why group antagonisms—hatred of one religion for another, bias of one race toward another, prejudice against groups because of their national origin —must be fought and fought now. The reasons are:

Morally—we can no longer countenance these burdens on our common conscience.

Economically—we can no longer afford this heavy drain on our human wealth, our national competence.

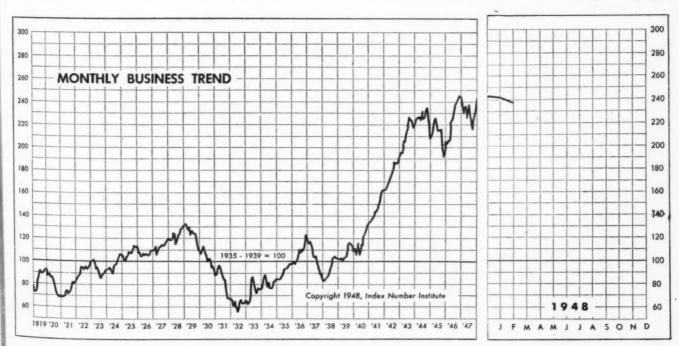
Internationally—We are not so strong, nor is the final triumph of the democratic ideal so inevitable, that we can ignore what the world thinks of our record.

On the economic side of this problem Mr. Charles Luckman, President of Lever Brothers, wrote a very forceful article for one of the January issues of Collier's called simply, "Civil Rights Are Good Business." He, an astute businessman, has the enlightened selfishness to want all groups to progress upward in the economic scale because then they will buy more of the soaps and other products which his company makes. This isn't saying that he isn't impressed also by our moral obligation to be decent, but he proves that in the cold, pragmatic sense we are stupid if we practice discrimination.

Or take Eric Johnston, who said, when he was President of the United States Chamber of Commerce, "The withholding of jobs and business opportunities from some people does not make more jobs and business opportunities for others. Such a policy merely tends to drag down the whole economic level. You can't sell an electric refrigerator to a family that can't afford electricity. True economic progress demands that the whole Nation move forward at the same time. It demands that all artificial barriers erected by ignorance and intolerance be removed. To put it in the simplest terms, we are all in business together. Intolerance is a species of boycott and any business or job boycott is a cancer in the economic body of the Nation. Intolerance is destructive; prejudice produces no wealth; discrimination is a fool's economy."

Sixteen of the leading advertising agencies have contributed advertisements to the "United America" campaign.

If you believe that prejudice is bad business, you should do something about it. You can do something by sponsoring some of the advertisements which the Council has prepared for use in magazines, newspapers, or over the air. For full information about the campaign and proofs



The final computation of the Business Trend for January is 242, or I point below the preliminary figure reported last month. February estimates indicate a preliminary figure of

about 237. The slight decline during the first two months of 1948 reflects a drop in business spending from its December peak, only partially offset by gains in new orders.

of the ads now available, write the Advertising Council, Inc., 11 West 42nd Street, New York 18, N. Y. By becoming a sponsor, you help your conscience, you help your pocketbook, and you have made a real contribution toward peace and harmony.

THE FIGURE IS 632,667!

One of the most frequently asked questions flowing into the SALES MANAGEMENT office is, "How many traveling salesmen are there in the country?"

In recent years we have had to do a lot of fumbling because no one has known the correct total. No one knows precisely what the figure is today, but at any rate we now have a ready answer in the form of a February 9 release from the Bureau of the Census (Series P-50, No. 4) which is a special summary made from the 1940 Census and covering the activities of employed people during the week of March 24 to 30, 1940. This summary shows:

Store buyers and department heads 72,346

Canvassers and solicitors 96,394

Traveling salesmen and sales agents 632,667

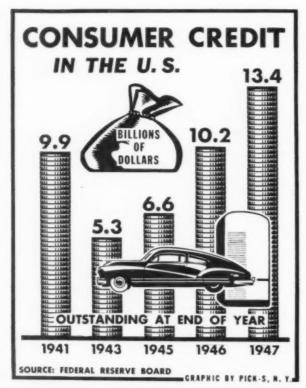
Attendants in filling stations, parking lots, garages and airports 234,095

Salesmen and saleswomen not elsewhere classified 1,420,100

Grand total salesmen and saleswomen 2,455,692

In addition to this total, they show 525,591 clerks in stores and 10,521 demonstrators. Among the traveling salesmen and sales agents, a trifle more than 2%, or 14,064, are women.

This makes a grand total of about 3 million people engaged in selling in 1940. However, it does not include hundreds of thousands of entreprenuers whose time is taken up largely in selling, nor does it include 20,307 salesmen in finance, brokerage and commission firms; 249,322 insurance agents and brokers; 213,696 real estate agents; 92,341 agents not elsewhere classified; 56,695 hucksters and peddlers; 56,730 newsboys.



What seems to be a reasonable estimate of what is omitted plus what is specifically classified under selling makes it apparent that the five million total so frequently quoted as "The Sales Force" in 1940 was no exaggeration.

AS GOES AGRICULTURE—

Under the title "As Goes Agricuture . . . So Goes Your Business" Frank E. Watts of the Farm Journal has written a fascinating and revealing brochure, devoid of willful propaganda, and packed with facts about the contribution of agriculture to the Nation's economy.

Statistical records for many years show that farm income equals one-seventh, or approximately 15% of our total national income. This has held true in both good and hard times and will be found to be true at present. The same records also show that graphs of farm income and factory payrolls are almost identical. Any drop, or increase, in farm income is reflected in factory payrolls at intervals of three to six months. In 1928, for example, farmers received for their production \$11,700,000,000. In 1932 practically this same production yielded but \$5,300,000,000. In 1928 factory payrolls were \$11,300,000,000 and in 1932 were \$5,200,000,000.

The importance of the farmer's purchasing power is further emphasized by the fact that the farmer's dollar is said to be worth about 75% more than the urban worker's in the purchase of consumer goods. This greater margin of spending power of the dollar is accounted for in that the farmer's shelter costs him less money; he has little or no expenses going to and from his work; his taxes are lower. He raises the chickens but buys the cornflakes for his bigger hungrier family. Consequently the farm experts argue that while farm income is approximately 15% of our total national income, it is 25% when measured in terms of the purchasing power it exerts on the goods produced by labor in factory output.

The importance of the farm market will be demonstrated very forcefully in the forthcoming May 10 Survey of Buying Power. The final worksheets on the Survey are now flowing across the SALES MANAGEMENT editorial desks and everyday I am struck by the growing importance of the agricultural districts in the retail sales comparisons, 1947 over 1939. Five of our leading industrial states are in a group "Gained Least" and only one is in the group of states gaining more than 200%. (The U.S.A. over-all gain was 180%.) The four states leading in total gain are primarily agricultural states, and of the total of 21 states that gained more than 200%, 18 are generally considered as "agricultural."

PUSH N.F.S.E. ESSAY CONTEST

The National Federation of Sales Executives, and its affiliated clubs, is offering cash and merchandise prizes totaling several thousand dollars in value for the best essays by high school students on "Selling as a Career." The contest closes April 1, 1948, with prizes awarded May 15. The grand prize is \$1,000 in cash.

This is a most worthy undertaking, designed to get more of the Nation's youth interested in selling. The students in every high school should know about this contest. How about those in your city? If you want entry blanks wire immediately to Harry White, Sales Executives Club, Hotel Roosevelt, New York, N. Y.

PHILIP SALISBURY

When Industrial Prospects Say, "Let's See It Work!"

Based on an interview with GEORGE E. COLLINS . Sales Manager, J. P. Waite, Inc.

You can take them to the mine or the quarry or the road, but time and distance may defeat you. With J. P. Waite's idea you can bring the demonstration into the comfort of the buyer's own offices.

Getting key men in the purchase to come out for a demonstration of the product often is a difficult job. This can be true even if you are selling a hydraulic crane, truck mounted, bearing a price tag of \$6,500 or

George E. Collins, sales manager, J. P. Waite, Inc., Chicago, distributors of Milwaukee Hydraulic Corporation's Hydro-Crane, has found a way to get around the reluctance of prospects to leave their offices for an onsite demonstration. Mr. Collins takes his demonstrations to them-via 16mm movies.

These movies solve a number of sales problems. For prospects, a film provides a simplified, convincing demonstration of the product in use on the prospect's own kind of production problem. A prospect can see the demonstration in the warmth of his own office and without using valuable time in travel to an outside point.

Under the conventional system of taking prospects to the site, it often was necessary to explain the mechanics of the equipment. Frequently, this meant taking off plates, and partially dismantling the equipment. This took time, often hours. Sometimes the weather would be cold or it would be raining. The vagaries of on-thesite demonstrations could put a chill into them.

But one film, Mr. Collins discovered after a brief trial, will not do the job for all prospects any more than a single business paper could carry the entire sales load in all the diverse fields in which cranes are sold.

Mr. Collins quickly discovered that a junk dealer would yawn and show disinterest if he were shown a movie of a construction job. A steel erector couldn't get "hot" if the film pictured a job in a gravel pit. Each market requires a specific approach, if selling is to be efficient and economical.

"It became very evident, even after short trials," says Mr. Collins, that one of the pitfalls in the use of movies for selling is that straight documentary evidence, using films, is exceedingly dull to anyone not directly concerned with the subject. We found, for example, that pictures didn't go over well if we were showing to a wood rooftruss manufacturer movies of our Hydro-Crane setting steel, a competitive product. It might even irritate him and work against the sale.

"We learned, by trial and error, that to get best results each group must have its own special film and in many cases effectiveness is achieved by having a film made for the indvidual prospect. Thus, we can take a bead and shoot for a direct target."



SPOT FILMS: By shooting movies of specific applications, J. P. Waite achieves full sales impact on prospects with similar problems. The market is too varied for a single sales appeal.

MARCH 1, 1948

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URY MENT One such picture which brought a sale, Mr. Collins points out required only 100 feet of film in black and white, taken with a Victor Model 4 at a cost, for film, of only \$8. Tameling Bros., of Cicero, Ill., were interested in buying a machine for manure handling. The sale hinged on whether officials at Hawthorne and Arlington race tracks would approve using machinery for this purpose. They were concerned whether horse owners would object on the grounds that the noise might frighten the high-strung race horses.

The Hydro-Crane operates by power take-off from the motor truck with the truck motor idling. Movies were taken of the machine handling material on the site with contented, unalarmed horses nearby observing the performance. This was convincing and when the track executives saw the film their objections were removed and the deal went through.

Often the audience for such a film is very small. Sometimes the film will be shown only to one or two key men. If it is to be shown to a board of directors, only six or eight men are enough to clinch the sale. Sometimes in selling to a municipality, only the city engineer and members of the city board will be present. The most effective sales approach is to have the specific film built around the specific job and then shown to men who are vitally interested in the special job.

Revolutionary Effects

One short film, taken at small cost, quite overturned the methods employed by an industry. It started with showing the setting of precast concrete slabs, weighing 1,700 pounds, inside a building with restricted space. Films and stills were taken with Weston 100, no artificial light, 1/30 of a second, F 1.7.

This demonstration sold a concrete slab (flexicore) manufacturer the idea of merchandising his product set, or installed, instead of F.O.B. his plant. This insured that the slab would be set correctly, was an additional selling aid for him, and enabled him to sell it at a higher price. Films were then taken of one of his operations with 16mm Victor and later were used to show other slab manufacturers the process.

Today, practically all flexicore manufacturers in the Waite organization's territory are Hydro-Crane users and now the standard practice of all of them is to sell the slab set.

"In showing these films to the flexicore manufacturers," Mr. Collins continues, "it was again proved that almost anyone will willingly watch a five-minute movie if it is about his own business." Showing the film to the prospect is the main sales problem and any reluctance is broken down quickly if the salesman can say, "This picture is about your business."

One such film, taking only 100 feet of pictures, actually sold \$35,000 worth of Hydro-Cranes and without the costly, time-consuming demonstrations in the field that were general before the picture idea came into

After the picture, tieing-in with the special job is shown, and the prospect has become thoroughly interested in his job, it is easy to go on with film emphasizing and selling the special advantages of the Hydro-Crane such as, for example, the telescopic boom which operates by lever and hydraulic control. It is easy to get the prospective buyer to absorb the selling point built around the fact that when power is transmitted hydraulically it is from 85 to 90% effective.

One Picture Is Worth . . .

The effectiveness of the picture as a convincing medium is illustrated, according to Mr. Collins by this: Time and time again he has described with words some specific advantage of the crane he sells. Later, when he showed the film, bringing out the same point, the prospect has asked, "Why didn't you tell me about this before?"

This proves, he thinks, that the pictures "sink in" far better than the spoken word. Often, too, pictures help to overcome language barriers. In the old pick-and-shovel days Italian laborers were used very largely in excavation work in the Chicago-Gary area.

With the passing of years, many of the brighter and more energetic of these have become contractors; often big-time contractors. Yet in spite of their successes, being first generation immigrants, many still stumble over the fine points of English. They do not grasp technical terms and if the salesman uses words that to him may be simple but which to them may sound highfalutin', nothing is gained.

But through movies each person readily grasps the significant sales points for the Hydro-Crane. Thus the picture tells more than 1,000 words, as the Chinese claim.

"It is easier to show and explain the Hydro-Crane's power take-off with pictures than it is to crawl under the machine and look at it," says Mr. Collins. "With pictures we can show the 'guts' of a machine without taking it apart. It is easy and quick to get over such a sales point as that, by using hydraulic power we get greater precision. We can show, in a twinkling, how easy it is to anchor a rig and how fast with our hydraulically controlled ourriggers. It cuts that time to about four seconds. And the picture will help to keep the observer's eye focused on the hydraulic power unit used to open and close, for example, a clam bucket."

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Most men who buy cranes, those who actually sign the orders, know very little about them technically. The man upon whom the buying decision waits is usually an inside executive. He controls the check book. Yet it is vital to convince him. Generally he thinks better in his office than out on the job.

One of the questions that Hydro-Crane salesmen run into oftenest is

"It's hydraulically operated. Will it work as well in cold weather as it does in the summer?"

Waite salesmen are always ready with the answer to this question. They carry along a strip of film showing. Hydro-Cranes working in

THERE IS NOTHING FANCY about J. P. Waite's home-made 16 mm movies (right) of the Hydro-Crane in use, but they're a true to life record of the product in use solving a user's materials handling problem.

snow and ice. The background is blustery and cold. It looks like Operation Antarctic. Yet everything is working smoothly.

"Hydraulic control doesn't mean control by water," they are told. "We use a special non-freezing hydraulic oil. The picture shows..."

The films, too, go a bit farther than the job of merely selling Hydro-Cranes. If the question arises, salesmen can show how crane operators are "made" with the use of films. A training film, which can be shown to the embryo operator as many times as is necessary, teaches him all the rudiments of running a Hydro-Crane.

After that, with an hour or two of actual practice, under the eye of a skilled operator, he can get the "feel" of the job. It usually takes from six weeks to three months to turn a raw hand into a skilled operator of a mechanical crane.

This film also works out very well, if the prospect has time to see it, because it "sells" the simplicity of the Hydro-Crane action.

SALES MANAGEMENT

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"Ten times the number of foot pounds of energy can be obtained per dollar expended for the use of mechanical equipment than can be obtained from the same money spent for hand labor."

Who makes these movies for Hydro-Crane? How much do they cost? The answers are almost unbelievably simple. Mr. Collins himself shoots perhaps 90% of the movies used to date by the J. P. Waite company. Salesmen have taken the remainder.

Movies are not taken on a hit-ormiss basis. As a new market is found for the Hydro-Crane, Mr. Collins shoots movies of the crane on the job. Result: Another pertinent and lead the prospect to overlook the point we are anxious to get across.

"Those clouds, the green grass and impelling scenic effects which accidentally creep into the picture, all seem to divert attention. In one color film of a machine pouring concrete, a small boy was eagerly watching the crane. His antics, in color, when the pictures were shown stole the scene from the crane and defeated our purpose. Luckily, we had black-and-white pictures of the same operation. In the latter film the boy properly faded into the background and did not distract the mind of the prospect.

"Another film that proved a flop illustrates this point better. The shot was in color. It showed a Hydrotention seems often to be diverted from the plot by beauty and color which may be only background."

Distinct uses for films other than in selling have been found. Many Hydro-Crane owners are beginners in the construction industry who may have purchased their cranes for some specific use in their own business or for crane rental or free lance crane and excavation work. An example is a professional well driller who bought his crane to handle pipe and pull pumps. Another is a GI who bought his crane to get into a business of his own. These are representative of many owners.

The well driller found that his business was curtailed because of pipe shortage, yet he wanted to keep the crane busy. The GI was anxious to learn how to use his crane as much

as possible.

The problems of these two led us to a policy of periodically inviting all Hydro-Crane owners by post card to view a film which is made up of the films produced for the specific groups and individuals together with time studies and cost comments. Once a man has become an owner, it follows, he is interested in knowing what the machine will do in fields other than his own. These films show how to do a variety of jobs, the approximate cost, the approximate profit, and the additional equipment involved, with cost and so on.

One such example is a film now being prepared which will show the story of making and installing a septic tank. It will include the making of the forms, what mix to use, charging the mixer with Hydro-Crane and bucket, removing the forms, lifting the septic tank onto a truck with a crane, adjusting the slings, and including the excavation of trenches and pits with a crane and lowering the tank. Another film that has been helpful is built around how to install a gasoline tank at a filling station. The story is developed similarly.

It is not unusual for a prospect to inquire about the Hydro-Crane. In this case, Mr. Collins asks the prospect if he wants to come to the Waite offices to see movies of cranes handling his kind of work. Or Mr. Collins offers to take the films to the prospect's office. In addition to the movies, Mr. Collins takes along a Victor Lite Weight projector and an Aurora screen. Sometimes, however, the film is shown against the bare wall.

Films of this kind, it is felt, gain customer good-will. Owners often bring in some friend to see them and sometimes it turns out that he becomes a Hydro-Crane owner sold by the pictures.



movie for selling a specific market. In teaching salesmen how to operate the Victor Animatograph camera, according to Mr. Collins, the main points are quite simple: Take the meter reading, point the camera using a tripod whenever possible, and press the button. Be careful to get subject sequence, i.e., sequence in the movie sense. This means frequent shots of the same scene from different distances and angles.

"Contrary to one generally accepted theory," he says, "we have found that black-and-white movies are, for sales purposes, often more effective than color. In many cases color seems to distract the audience

Crane hoisting a 500-pound electric Goodyear sign at a gasoline filling station. We were attempting to show how gently our crane could handle the sign as it was extremely fragile. Considerable ingenuity had been exercised by the sign designer to make it attention-compelling in the day-time as well as at night.

"In the color movies the sign stole the show in spite of our having given the crane photographic breaks. In black-and-white pictures, the process of erecting the sign assumed greater perspective than the sign itself, which was the effect we wanted. Since this, I have noticed my own reaction to colored Hollywood movies. My at-

They're In The News



Cilla Cilla

THE RIGHT HAND . . . promotes the left hand. These two ladies, May and Mary Clara Laughlin, who inherited the Clara E. Laughlin Travel Service from their sister-in-law and Aunt, are reviving Miss Clara's famous "So You're Going" book series. They'll be published, in up-to-the-minute form by Houghton Mifflin this Spring. Clara Laughlin, who wrote 40-odd books—mostly on history, biography and travel—and who founded her agency as an authority on travel, died in 1941. But her namesake, Mary Clara, and Mary Clara's mother, inveterate travelers themselves, head the service, kept it running full-blast during the war, maintain and supervise branches in London, Rome and Paris. The "Going" books promote the service; the service keeps customers coming for the books. These friendly tomes, used by hundreds of thousands of grateful travelers, tell where to go and why, where to eat and stay, how to find your way around. And now they're back.

A SALESMAN'S A HUMAN . . . not an order-taking cog. So says John R. McCarthy (left). Those close to him know that his boundless belief that a company's fundamental strength lies in the careful development of its manpower is responsible for his selection as the man for the newly-created post of director of marketing for Seagram-Distillers Corp. He's been associated with Seagram's in an executive capacity in its States Stores Division since Repeal, has seen the company grow from a small newcomer in 1934 to the largest-selling sales force in the alcoholic beverage field. He believes that with a well-rounded sales education program business need not always look outside its own structure for new executives. Seated, and smiling, his boss, V. A. Fischel, Seagram's general sales manager.



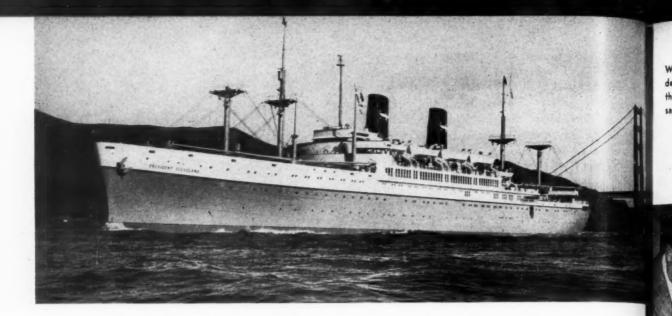


"THE VOICE IS FAMILIAR" . . . It ought to be . . . it belongs to Carleton D. Smith, who was NBC's Presidential announcer for the famous Fireside Chats during the entire 12 years of FDR's administration. Now Smith is the man picked by the network to put its television over the top-he's the new manager of NBC's Television Department. Until this recent appointment he's been general manager of WRC (Washington) and tele-station WNBW. Last year he won the coveted Billboard award for television promotion in behalf of WNBW. He got no award, but the television public can thank him for the live and filmed telecasts of Congressional sessions- among the first ever made. The filming of the sessions got him rabidly interested in photography which almost noses out golf as his favorite after-hours diversion. Popular, influential . . . he's one of the best-known men in the capitol. With him: (left) Frank M. Russell vice-president in charge, Washington.

WORDS AND MUSIC . . . arranged by Harry Houghton. No, he's not a musician. He's the new president of Encyclopædia Britannica, Inc. That's where the words come in. The music? . . . Through Muzak Corp., which pumps music into thousands of N.Y.C. eating places, etc., via telephone wires. Houghton, an ambidextrous gent, happens to be president of Muzak too. The energetic Canadian came to the U.S. as a sales promotion specialist for the Burroughs Adding Machine Co., in Detroit. Since then he's been snowballing East and getting bigger as he comes. Here he gives P. E. Seaman, New York Division Manager, Encyclopædia Britannica's sought-after President's Cup.

By Harry Woodward, Jr.





Gracious Living on the High Seas: Ship Stewards Learn to Sell Wine

The ever-alert Wine Institute is out to raise the meal checks of ocean travelers by skillful suggestions to diners that they include a bottle of California wine with meals. First experiment: President Lines' "President Cleveland."

If you decide one of these days that you want to get away from it all . . . and take a cruise in the Pacific . . . you may still find yourself under the finger of sales suggestion, but you're apt to like it . . . if your cruise is on that post-war luxury liner, the President Cleveland.

As your troubles roll away with the ocean swell, the American President Lines, San Francisco, operators of the President Cleveland, will be putting into motion plans to sell you in the nicest possible way an additional item: Wine. They'll be selling California wine, particularly.

Long before the first passenger set foot on the gangplank for the maiden voyage December 27, 1947, in fact, even before the President Cleveland was completed, 47 dining salon stewards were attending a school based on the wine study course of the Wine Institute, learning how to induce you to order more wines—California wines.

The idea of selling more wines literally has been built into the President Cleveland. One of the basic points in the program of California wine growers to sell more wines with meals is to encourage operators of hotels, restaurants, and now, ships,

to make wine easily and quickly accessible to the waiter or steward.

The waiter or steward must keep to a strict schedule in serving customers. Anything which interrupts the serving schedule will not be popular with the waiter or steward, will incur the displeasure of the patron, and hence of management, too.

You may have sold the steward on the idea of selling wine, he may be eager to sell it, but if it is not physically convenient for him to get the wine bottle, open and serve it, the best sales training is wasted.

American President Lines met this accessibility problem right at the drawing board. Designers laid out honeycomb-like wine storage apertures, with temperature controls, adjacent to the dining salon.

To the American President Lines, the next logical step was to capitalize on its easy-to-get-to wine compartment by putting its dining salon stewards through a stiff training course in the art of selling wines. Three related groups planned the training. They are: Wine Institute, the United States Maritime Commission, and the Marine Cooks and Stewards. They worked out a study course patterned closely after the

Wine Institute's correspondence course started about five years ago. The President Cleveland's 47 stewards took the 30-day course at the United States Maritime Training Station at Alameda, Calif. While at school they received full pay.

The course, repeatedly praised for its well-rounded and non-technical presentation of the whole subject of wine growing, wine types and the handling and, finally, the sale of wines, has been equally adaptable to classroom study, and, in this form was used to indoctrinate the President Cleveland stewards. It is based on four illustrated handbooks which serve as texts for the students and includes examination and graduation procedures. Instructor, in this case, was William F. Wheeler, a Wine Advisory Board representative.

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Supplementing the classroom instruction were motion pictures, including the color film, "Wine Growing in America" and the waiter wine training film, "Daily Double." Lectures, demonstrations, student participation and the use of actual bottles of wine were features in various phases of the course.

Wine serving practices aboard ships of the American President Lines are generally similar to those of leading hotels throughout the world. But in deference to King Ocean some minor modifications are made. In formulating the course, for instance, it was decided that the cork should always be replaced in the half-empty bottle after the wine glasses had been filled, in case the bottle

WINE DESIGN: Wine and meals go together so designers of the President Cleveland (left) placed the wine compartment adjacent to the dining salon, a departure in the design of ships.

PRE-CRUISE TRAINING: While the President Cleveland was still under construction, wine stewards were taking a stiff refresher course in proper wine service at the U. S. Maritime training school.



should be upset by rolling of the ship in heavy seas. In most restaurants and hotels, waiters slip the cork into their pockets after withdrawing it, leaving the bottle open on the table for diners to serve themselves.

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There is another minor modification of traditional practice: Bottles of sparkling wines will be wrapped in napkins before being opened on the President Cleveland, the reason being that bubbling wines are more apt to spill over. However, the bottle will be brought to the table unwrapped and the label will be shown to the host for his approval before the napkin is applied.

The first two points in the program—selection of fine wines suitably stored and an expertly trained staff—are considered to be the mechanics of wine service, essential, but unless the passengers knew about the wines available, ineffective. For wine to sell, American President Lines, officials realized, passengers must be reminded to order it along with meals and that the right kinds of reminders would sell the wine in greater volume.

On the third point—promotion—careful thought was given to the ship's wine list and to the element

of personal suggestion by the stewards. In spite of the educational job already done by the wine industry as a whole and by its individual advertisers, there are still many people who do not feel at ease with a wine list. The President Cleveland's list was designed to remove this obstacle. Beauty of design was combined with a practical arrangement that will assist passengers to make their selections. Unaware, they are subtly informed of which wines to order at the various stages of the meal. There are eight appetizer wines on the list, 17 red table wines, 18 white table wines, four dessert wines and 17 sparkling wines.

But the main point both in stimulating an order for wine and in aiding the host in choosing is personal suggestion by the stewards. Those aboard the President Cleveland have been trained to recommend, as a matter of routine, a specific wine to go with a particular dish. Such phrases as "A bottle of burgundy to accompany your steak?" or, "Some chablis with your fish, sir?" both promote the sale and relieve the passenger of the fear of making a mistake by ordering an inappropriate wine. This approach has been tested, has proved itself in countless hotels and restau-

rants, and is due to pay its way on the high seas as luxury travel comes back.

The factor of price in the promotion of volume sales of wine aboard ship was not overlooked in the planning of the program. Here, as in other kinds of selling, it is the repeat business and not the initial sale that counts. In wine drinking countries, the reasonable price of wines has stimulated widespread, regular consumption. To make its wine service comparable with the best obtainable on any luxury liner afloat, the APL recognized that reasonable pricing was advisable. Accordingly, wines have been priced so that two persons may enjoy a "half bottle" of California wine for 85c to \$1.25 and four persons a large bottle (fifth) for \$1.50 to \$2.00. French wines, on the other hand, come at around \$9.00 a full bottle-or did when the Cleveland's list was printed and the franc at its old rate.

Coming back to the importance of making it easy for stewards, like waiters, to serve wine, there is one little point often overlooked that the APL officials did not ignore: It purchased efficient corkscrews for all of its ships, and plenty of them. The Wine Institute some years ago sponsored an industry study of what makes a good corkscrew. Results of the findings are beginning to appear in the manufacture of the ancient gadget. The APL makes sure that each of its stewards has an efficient corkscrew on his person throughout his working hours. Of course, he was taught how to use one.

Completion of the stewards' wine study course was marked by a graduation ceremony at which Certificates of Merit testifying to successful completion of the course were given to each of the stewards.

The same kind of refresher course is planned for the steward department personnel of the next APL liner, the President Wilson, and of each succeeding ship of the line.

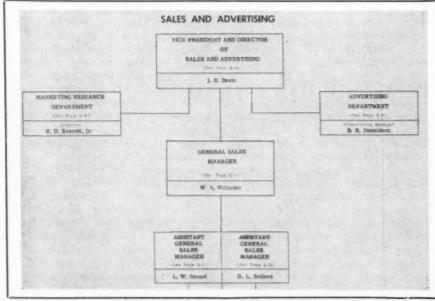
It would seem that the U.S. Maritime Commission is a jump ahead, in its application of merchandising know-how to American products, anticipating the competition of other countries. Just recently the Wine Advisory Board in San Francisco had a letter from a Dutchman in The Hague, Holland, asking for everything the board had on training of personnel of hotels and restaurants. The gentleman had heard of the California wine growers' advanced training-for-selling ideas and wished to apply them in preparing a manual for the instruction of stewards on Dutch ships.

All About Ford's New Sales Tool: Marketing Research

Based on an interview by D. G. Baird with H. D. EVERETT, JR. • Director, Marketing Research Department, Ford Motor Co.

Replacing hunch with the slide rule, Henry Ford II is arming his company with data of all kinds in the battle to wrest sales leadership from Chevrolet in a competitive market.

MARKETING RESEARCH DEPARTMENT DIRECTOR H. D. Everett, Ir. THATELERA DIRECTOR F. A. Filie ECONOMIC RESEARCH AND FORECASTING SECTION MARKET AND SALES ADVERTISING AND PRODUCT RESEARCH RESEARCH PROMOTION SECTION SECTION RESEARCH SECTION G. H. England E. G. McGill (to be appointed) Paul Jackson



In its carefully calculated program for regaining sales leadership in the automobile industry, Ford Motor Co., Dearborn, Mich., has redesigned its organization quite as literally as it is redesigning its products. Old departments have been reorganized and revitalized, new departments, some of which were unknown just a few years ago, have been established.

One of the new sections which is expected to play a major role in Ford's campaign to attain first place, and, if attained, in holding that eminent position thereafter, is that of marketing research, a function of the sales department.

What Do People Want?

Prior to 1946, Ford did not have a Marketing Research Department. Until then, marketing research usually was limited to an occasional survey of some kind by an outside organization. But when Henry Ford II inaugurated his program to regain sales leadership, he proposed to proceed scientifically. Gone were the days when customers could have any color they wanted, so long as it was black. True, the market at the time was such that people would buy anything that had wheels and a motor. But Ford in 1946 was looking to the time when it will again become necessary to sell automobiles. He was look ing beyond the days of allocation of passenger cars and trucks.

From the start, Ford's idea has been to gather information essential to successful marketing of products under competitive conditions. Accordingly, Ford has been investigating sales potentials, sales trends, product

WHO'S WHO: A tool of the sales department, Ford's marketing research staff is charged with keeping open the lines of communication with car owners and propects. In 1947, Ford's researchers made 22 studies, ranging from prices to allocations.

pr



WANT TO DESIGN YOUR OWN CAR? Gone are the days when the public can have any color it wants so long as it is black. With colorful folders and silhouettes, Ford invites design ideas from everyone. Ford makes it a game.



studies and comparisons, dealers and dealer services, customers' likes and dislikes, economic facts and forecasts, advertising, promotion, and good-will. Ford looks upon its Marketing Research Department as a fact-finding agency that establishes lines of communication between the public and management—and will keep them open.

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With such objectives in view, the Marketing Research Department was established in February, 1946. H. D. Everett, Jr., was brought in to organize and direct it. Mr. Everett had directed advanced market studies for Time, Inc. from 1939 through 1945, and prior to that had attracted attention in research circles by his market surveys for Columbia Gas and Electric Corp.

As now organized, the young department embraces four broad sections: Market and sales research, product research, advertising and promotion research, and economic research and forecasting. There is a supervisor in charge of each of the first three sections, while, at present, the director supervises the fourth section. Personnel includes a director, assistant director, three supervisors, seven analysts, and four clerks and stenographers, a total of 16 people. The organizational set-up is flexible and any and all personnel may be

shifted about as needed.

Outside organizations are employed to make special surveys from time to time. Several universities are cooperating with Ford on various projects.

During 1947, the market and sales research section made broad studies on automobile distribution, registration figures, prices and specifications, new car transactions, geographical analysis, dealer orders, deliveries, and stocks. Under these six headings, the section made 22 separate studies of one kind or another.

Measures Buying Power

For example, the section revised Ford's district and county distribution percentages to reflect changes in consumer income between 1941 and 1946, as measured by SALES MANAGEMENT'S Survey of Buying Power, issued May 10 each year. To explain Ford's basis for distributing its cars, this section prepared a booklet for Ford districts and regions. In addition, this section prepared replies to specific questions from the field about new car allocations.

Many kinds of analyses of registration figures were made in 1947. Three studies were undertaken on prices and specifications, including the collection, analysis, and report of current information on used car prices;

two were made on new car transactions, two on geographical analysis, and three on dealer orders, deliveries, and stocks, this latter including preparation of monthly charts showing orders, deliveries, and stocks of Ford, Lincoln and Mercury dealers.

The geographical analysis is being made in cooperation with the Industrial Geography Department of Syracuse University. When completed, this program will provide scores of maps based on the use of modern geographical techniques to analyze market trends by areas.

The Product Research Section carried out 19 projects in 1947 under the broad classifications of field surveys, consumer reaction tests, and scientific studies at universities.

Of the field surveys, it can be said that in at least one important project the usual personal interview methods of the Elmo Roper organization were employed, but with a definitely new psychological approach as worked out by Dr. Julian Woodward. Never before, it is plain, has a manufacturer put so much emphasis on the product in routine marketing field studies.

Consumer reaction tests of new product ideas have been especially devised for special purposes. Pilot tests reveal the areas of study, such as consumer yearnings, trends and product weaknesses in both Ford cars and

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competitive makes; then the most logical and scientific methodology is employed in order that stylists and engineers may develop their work with considerable assurance of public

approval.

The work now being carried on at universities, such as the University of Michigan and Northwestern University, provides the necessary scientific approach to product analysis that is now a part of Ford's long-range planning. Although most of Ford product research, as carried on in universities, is centered in psychological laboratories, other departments are also called upon to contribute specialized knowledge and facilities ranging all the way from specialized engineering research to the help of medicos and anthropologists.

At the Ford Motor Co., it is felt that the surface has scarcely been scratched in the utilization of the social sciences in attacking such problems as buyer motivation, consumer trend, and public conditioning to products. As Mr. Everett puts it, "the industry has too long assumed that the public can and should be conditioned to the product, rather than that the product should be designed to fit the needs and yearnings of motorists."

Women's Influences

One of the more important projects now being carried on at universities, for example, is a program of research designed to properly organize and locate those parts of cars that are related to car operation, comfort, and safety. As Mr. Everett points out, "automotive engineers in the early days were chiefly concerned with just making cars run, and could not give too much thought or attention to the physical and psychological needs of motorists. We have therefore been stuck with many of these inadequacies ever since and it is time that psychologists, medicos, anthropologists and anatomists have something to say about the control, comfort and safety aspects of automobiles. For example, instrument panels must be functionally designed and simplified to the point where they will not compete with what is going on out-side the windshield."

Coordinated with this work is a project centered at Northwestern University concerned with setting up "driveability ratings" for all makes of cars for the ultimate purpose of

eliminating driver fatigue.

This research section has also prepared reports on "The Influence of Women in Automobile Buying." This incorporates information obtained from recognized outside sources, and views of New York decorators. Stylists were asked particularly about their views on exteriors and colors. Obviously, Ford's appearance is to be a bigger sales fac-

A project which appears likely to become a permanent one, is that of preparing and sending out a large, colorful folder titled, "How Would You Design Your Car?" This folder is illustrated with a wide variety of car bodies, engines, frames, trims, accessories, and ornamentation. The cost of each item is listed. Recipients are asked to decide, first, how much they would pay for a car, then to select parts which, when assembled into a car, would not cost more than



"Industry has . . . assumed that the public should be conditioned to the product rather than the product should be designed to fit the needs and the yearnings of motorists" — H. D. Everett, Jr.

their price. A perforated tally column is provided so that participants can enter their computations and mail it, together with any comment they may care to make, to Ford Motor.

In a preliminary test, this folder was sent to 1,000 owners of each of 17 different makes of cars in 11 representative states. The mailing list was further classified by selecting three city areas in each state and mailing one-third of the folders to owners in cities of 100,000 or more population, one-third to other cities of 10,000 to 100,000 population, and the other one-third to cities of less than 10,000 population, and to rural areas. Quantities of folders were also furnished to dealers for distribution. Copies also are to be distributed in connection with a silhouette game published in Ford Times, a company magazine which is sent free to upwards of 1,500,000 car owners.

This silhouette, or car recognition test, was originated at the University of Michigan, where students were tested on their ability to recognize makes of cars from silhouette drawings. Ford Times is making a game of it by printing silhouettes of six different makes of cars on one "score board," adding window openings on another, and providing a score card together with rules of the game. Readers are asked to mail their score boards to Ford. Those who do so will receive a copy of the "Design Your Car" folder which is characterized as, "a game you and your friends will enjoy, too!"

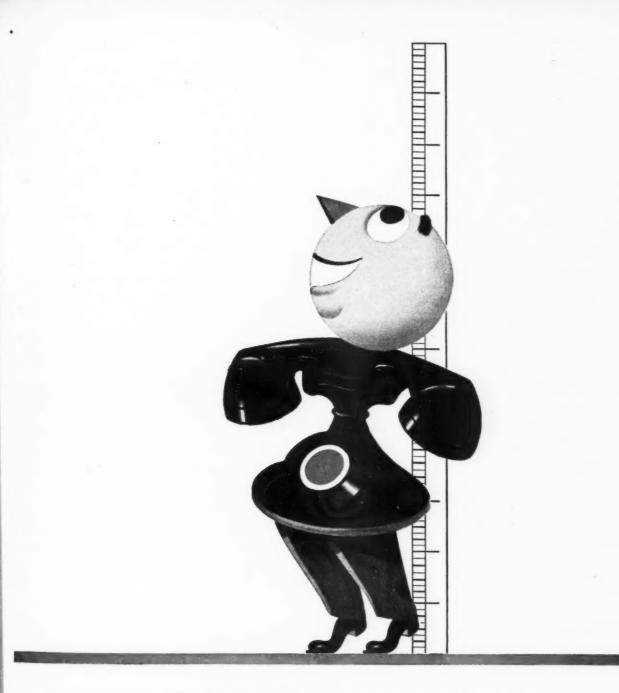
Most notable accomplishment of the advertising and sales promotion section thus far has been a series of analyses based on a field survey of magazine circulation and readership to determine which are the best media for Ford. A study of 30 magazine of mass circulation revealed, as expected, that there is overlapping. It also revealed that if an advertiser took space in all of them, he would reach only 80% of people in new-carbuying homes, and that of these, he would have 75% coverage of men and 85% coverage of women; that a smaller number of selected media would reach 78% of people in newcar-buying homes at considerably lower cost, and that more impressions in a smaller number of media would be more economical. Data obtained in this survey were tabulated so many times and in so many ways that three sets of tabulator cards actually were worn out by so much handling and using! Incidentally, the econo mies effected by these analyses alone were sufficient to defray the cost of operating a marketing research de partment for sometime. just one example of the "plus" found in research.

Research for Whom?

The economic research and fore casting section concerns itself chiefly with general business conditions, but also takes up specific studies such a forecasts of car and truck sales, parts and accessories sales, and service operations, such as engine reconditioning

The entire research department is used extensively by the sales and advertising office, which gives it many miscellaneous assignments. The research department also assists the sales promotion department, the merchandising school, and many other departments by procuring, providing and analyzing information required.

The research department comes & rectly under the vice-president of sales and advertising, Jack R. Davis



A LOT OF GROWING TO DO

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This is a big country and to furnish nation-wide telephone service, the Bell System has had to be big for a long time. But in the last few years it hasn't been nearly big enough.

Even though we've broken all records and added more than 6,000,000 new telephones in the past two years, there are still about a million orders for service that we haven't been able to fill because of lack of equipment, switchboards, cable and buildings. Many more Long Distance circuits also are needed.

It will take time and a lot of money to make the Bell System big enough for the nation's needs but we're on our way—in a big way—to giving you more and better service than ever before.

BELL TELEPHONE SYSTEM





A MEAL FOR BOSSY: Using the Dairy Guide, a Larro feed salesman can show farmers the proper economical quantities of formula feed and roughage that are required to take care of each animal's milk production. Thus he gets down to decimals on costs.

Selling Tools That Put Conviction Into Sales Talks to Farmers

As told to Larry Fitzmaurice by RAY SENUSKY . Sales Manager, Larrowe Division, General Mills, Inc.

There probably are few selling efforts that require a more comprehensive understanding of psychology, veterinary, nutrition, mechanics, bookkeeping and other unrelated subjects than that of the salesman calling on the farm trade. The first thing a successful feed salesman learns is never to talk down to the modern farmer. He's liable not to even talk back to you.

The Larro "Farm Tested" feed salesman's portfolio is a compendium of agricultural data and sales tools, or gadgets, the like of which probably never has been assembled. The Larro salesman knows, for instance, that as of January 1, 1947 there were 81,050,000 head of cattle in the United States, of which 38,469,000 were in dairy herds. He knows that there were 475,000,000 chicks and equally formidable numbers of hogs, sheep, turkeys and other feed consumers.

Among the sales tools a Larro salesman carries with him and with which he has to be familiar are the Larrometer, an instrument for calculating the amount of feed a cow should eat; a weigh tape, an ingenious device for determining the weight of a cow by measuring its girth; a herd check book, a system for recording dairy herd consumption and milk production; a wayscoop for

measuring feed intake, a milk scale and a Larro Dairy Guide, a scientific approach to livestock feeding.

Because 50% of all the money a dairy farmer spends is spent for feeds, farmers pay careful attention to the kinds of feeds they buy. They want hard, proven facts about what a feed will do for them. Larro salesmen command attention and respect because they are prepared to tell dairymen what they want to know about Larro feeds.

Gives Scientific Data

Using the Dairy Guide, the Larro salesman can show farmers the proper, economical quantities of roughage which cows of varying weights should use. These figures are compiled from standards worked out at the Larro research farm. They show how much roughage is used for body maintenance and how much is used for feed consumption. By using the weigh tape to check the cow's weight and then calculating on the Larrometer, the salesman can tell his prospect exactly how much formula feed the cow should have in addition to roughage to take care of its milk production.

About this time, the Larro salesman knows that the farmer usually is interested in finding out whether he is feeding more or less formula feed than is prescribed under the Larro feeding program. Some farmers know exactly how much they are feeding. Others feed indiscriminately by scoopfuls or shovelfuls. In such cases, the Larro salesman uses the wayscoop to show the farmer just how much he is feeding.

The Larro feed salesman's approach to the farmer naturally varies with the individual. For example: One Larro salesman opens his presentation by asking the farmer how much it costs him to produce a pound of milk. It's even money that the average farmer has only a vague idea of the cost.

It is a safe guess by the salesman that the farmer is over or under feeding. To the salesman, it doesn't matter which is the condition. It provides him with an immediate opening to get out his Larrometer and begin the demonstration. The Larrometer is a device which indicates the proper amount of formula feed each cow needs to produce the maximum amount of milk at minimum cost.

By referring again to the Dairy Guide, the Larro salesman can tell the farmer how much milk a cow should be producing during its lactation period, provided the farmer has a record of the cow's peak production at the beginning of lactation. If the

PROGRESSIVE FARMER LEADS IN 3-YEAR GAIN

THE PROGRESSIVE FARMER carried 225,000 MORE lines of advertising in 1947 than in 1944. This was the greatest advertising linage gain made by any monthly farm magazine during this 3-year period.

Such an outstanding record of progress speaks for itself. It means that advertisers and agencies are alert to the upsurge of the and agencies are alert to the upsurge of the rural South as a market far more prostrual South as a market far more prostrual so than ever before. It also means that perous than ever before. It also means that they recognize The Progressive Farmer's dominant leadership in readership and preference in this great new market.



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The South Subscribes to THE

PROGRESSIVE
FARMER

MARCH 1, 1948

Advertising Offices: BIRMINGHAM · RALEIGH
MEMPHIS · DALLAS · NEW YORK · CHICAGO

Pacific Coast Representatives: Edward S. Townsend Co., Son Francisco, Los Angeles



FACTS to help you select and sell **America's Greatest Dairy Farmers**

Answers to Questions Such as These

How many milking ma-chines are owned by Wisconsin Ag farmers com-pared to the average U. S.

What's the potential for fu-

How do Wisconsin Ag farmers compare with ave age U.S. farmers in incon from all farm sources?

How many Wisconsin Ag farms next to a high-line farms next to a my have running water?

NOTE: Records for individual NOTE: Records for individual farms and farmors were not made available to Wisconsin Agriculturist and Farmer, nor to anyone else, since the Census Bureau is prohibited by law from

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Would you like an exact statistical picture of Wisconsin get yours early. Send name and address on coupon below.

farmers you'd like to sell? Would you like to know how they add up in the number of cows they milk, the bushels of grain they grow, cost of feed bought, number of cars and trucks owned, percent of farms equipped with electricity? All this information plus a good deal more has been gathered for you in a special study made by the U. S. Bureau of the Census. All work was done by Census Bureau personnel at the expense of Wisconsin Agriculturist. Resulting facts and figures will help you plan better to sell the rich, progressive Wisconsin farm market; will tell you in detail about Wisconsin Ag farmers, their families, their business, their income. Copies of this free, 24 page book are limited - be sure to

WISCONSI AGRICULTURIST & FAR Racine Wisconsin + Dante M. Pierce, P.	MER	
culturist and Farmer, Racine, Wisconsin unflamen: Please send me your new booklet giving a unsus Bureau picture of Wisconsin's top farm market.	SM-3-15	1

dairyman's herd is not up to Larro research standard, both the farmer and the salesman get interested in finding out why not.

With all this preliminary preparation, the Larro salesman knows pretty well what he can do to improve the prospect's milk production or save him on his feed bill. At this point the

sale should start.

Using his Larro sales portfolio wherever necessary or possible, the salesman shows the dairyman views of the Larro research farm at Redford, Michigan, where there have been tested over 400 feeds and formulae. He shows how chemists in the products control laboratories select ingredients with great care, how substances are blended and standardized before packing so that when a farmer asks for Larro brands, he knows he will get the same quality feed every time.

"But the Price Is too High"

Larro is usually the highest price feed on the market so it is natural that farmers frequently raise objections on a price basis. In overcoming these, Larro salesmen again use their sales tools to prove that at present milk prices, the increase of as much as half a pint in a cow's milk production twice a day makes it worth while to feed Larro.

Many salesmen keep records of other farmer customers to prove to new prospects what Larro feeds will do for them. They make frequent use of testimonials from satisfied cus-

tomers

Larro salesmen and feeders draw freely on information provided by the Larro research farm service division. Because there is a limit to the number of calls and the amount of service work a salesman can do for prospects directly, it is part of his job to constantly do an educational job with dealers and their employes.

The whole Larro sales philosophy is to earn the business. It is considered earned by supplying the farmer with quality products and by providing him with methods of proof.

The sales tools employed make it possible for a farmer to estimate his feed requirements for maximum results, evaluate current herd production as against its potential, and to analyze accurately and scientifically how his herd is producing for the feed consumed. When plotted in graph form by the salesman, the facts are easily compared with the Larro standard performance curves developed on the research farm through the year. In this way the feeding program can be geared to positive results in a given time.

General Forrest got around



The tactics of General Nathan B. Forrest, famous Confederate cavalry commander, have been studied by military strategists since 1865. Hitler sent Rommel to Tennessee in the thirties to find the secret of Forrest's success. The answer was speed and mobility. General Forrest simply got to more places faster than his competitors.

In today's battle to keep industry rolling at an economic pace, sales executives have a new ally. It is the revolutionary 4-place Beechcraft Bonanza, and with it, they and their key men get to more places faster than by ordinary restrictive means of transportation. They maintain their own schedules, travel in comfort, arrive refreshed and ready for every task!

 A note on your letterhead brings an informative brochure on "The Air Fleet of American Business." Address Beech Aircraft Corporation, Wichita, Kansas.



Top speed, 184 mph Cruising speed, 172 mph Range, 750 miles

BEECHCRAFT

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

MARCH 1, 1948

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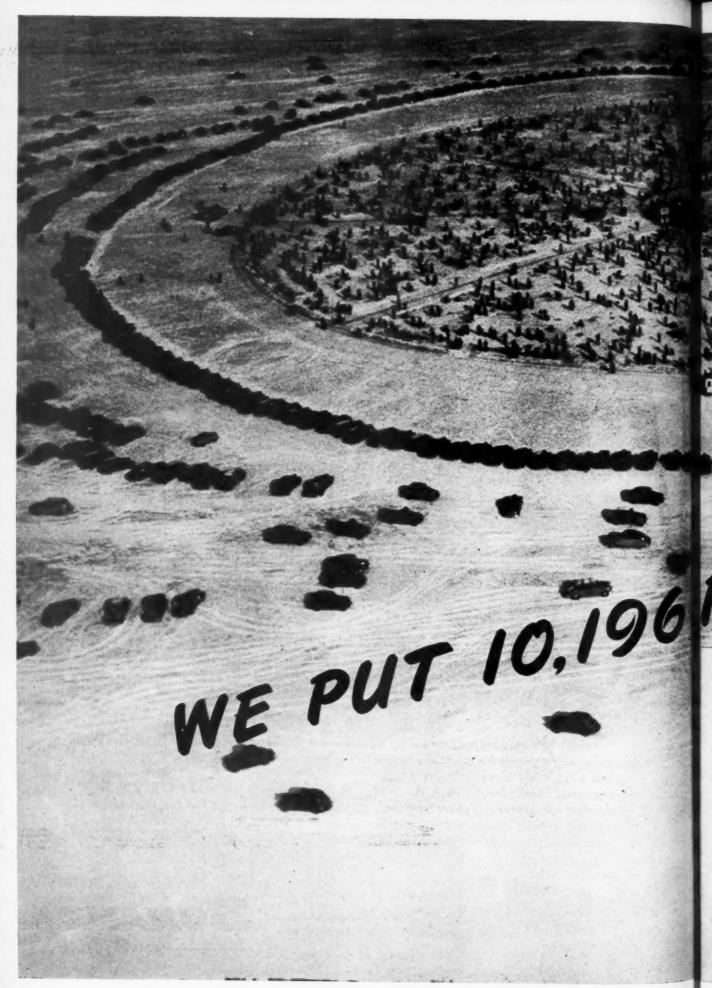
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IT'S A NEW WORLD'S RECORD

For over two hours in below freezing weather, more than 8,000 spectators watched 2,196 ardent anglers compete in the World's Championship Ice Fishing Contest. At 9:30 A. M. Winter Carnival King Boreas XI's signal sent the contestants with their 20 tons of ice-chopping tools, fishing gear and stoves into the huge center circle. In less than three minutes, Les Proulx was through the 27-inch ice and had hooked the first catch of the day. Two hours later, S. H. Lee's five crappie catch won the 1948 Grand Championship. Among the more than 100 prize winners were two seven year olds. This unique sporting event promoted by the St. Paul Dispatch-Pioneer Press is an annual feature of the St. Paul Winter Carnival ten-day festival in which more than a half million people participated this year.

In the responsive St. Paul market, over 90% of the 334,200* City Zone population are exclusive readers of the St. Paul Dispatch-Pioneer Press.

St. Paul Dispatch - Pioneer Press ST. PAUL 1. MINNESOTA

RIDDER-JOHNS INCORPORATED, 342 Madison Ave., New York; Wrigley Building, Chicago; Penobscot Building, Detroit
*Source: 1947 Sales Management Survey of Buying Power.

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California Firm Demonstrates a New Kind of Frozen Foods Wholesaling

BY ELSA GIDLOW

A business called "Frozen City," in Redwood City, Cal., brings all types of freezing equipment, accessories and service under one roof. The follow-through to the sale is considered fully as important as the original sale itself.

"Signing the order is the time when our job really begins." This statement sums up a new kind of wholesaling philosophy in an industry which is still new enough to call for pioneers in distribution.

It's Joseph A. Sullivan talking about the frozen food industry, where in numerous instances, promotion, especially during World War II, outran performance for the retailer and product satisfaction for the consumer.

Mr. Sullivan, a year and a half ago, set up Sullivan Sales Service, Redwood City, Calif., as operators of "Frozen City," to wholesale refrigeration equipment and services. His ideal: To broaden the role of the distributor by choosing products he can believe in unqualifiedly and sell, and to insure that when the products are sold, they provide the buyer with satisfaction.

Frozen City sells full lines of refrigeration equipment, to both retailers and consumers. In addition, Frozen City sells every article required for freezing. These include wrappings, sealings, instructions and personal service work. There are home freezers, display cabinets, locker plants and truck refrigerators.

As a wholesaler, who has brought under one roof everything in refrigeration equipment, Mr. Sullivan has evolved some practical ways to insure both dealer and consumer satisfaction with refrigeration equipment. He also has some kind words to say about the manufacturer's approach to selling this equipment—and some harsh ones.

Frozen City's sales manager, W. J. (Jerry) Howarth, states the case in this way:

"Refrigeration is sold on the basis of making or saving money for the user. Its failure to operate at peak performance means that the user stands to lose money. When a unit is installed, Frozen City engineers make it their business to maintain constant touch with the customer to make sure that products sold by Frozen City deliver promised performance."

Failure, during war years, of some distributors to do this in the refrigeration field "left a bad taste in the mouths of a lot of users," Mr. Howarth points out. It was not always the dealer's fault; he passed out to his customers what he could get in the way of equipment, was harassed and pressed to fill orders; he did not examine too closely into the quality of what he sold, did not resist the temptation to overcharge in some instances, and was not able, or did not care to trouble to give service. Disillusioned users turned sour on the whole refrigeration industry.

Frozen City has had to buck this attitude to convince disillusioned users that there is such a thing as guaranteed performance. "We did it by backing up our promises," Mr. Howarth says.

Frozen City did it, and continues to do it, in another way, too. During the first five years of the 1940's you could sell almost anything by showing a picture. If the picture was handsome and imposing the product hungry consumer was hooked. "But a lot of folks got fooled that way," Mr. Howarth says. "We find people a bit picture-shy right now and we don't depend on printed matter 50 much to sell the larger customer. In



"I go from New York to L. A. and right back. Confidentially, my territory is this club-car!"

Announcing Cessna's Low-Cost, 4-Place FAMILY CAR OF THE AIR!



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2. Its Cabin Carries Four Adults in perfect comfort... is so roomy passengers can switch from front to back seat in flight! The interior is as luxurious as a fine automobile... with two-tone upholstery, adjustable air-foam seats, directional ventilation, sound-proofing that makes normal conversation easy!

1. There's Never Been a Plane that matches this one in features, price, everyday usefulness! Plenty of room for the whole family! All-metal structure! Easy for the average person to fly! Range and speed that makes long trips easy. All at a price thousands of families can afford! Only Cessna could produce it... for only Cessna builds a complete line of personal planes and can make the resulting production economies!



3. Its Cruising Speed of Over 120 M.P. H. and 500-mile range puts hundreds of week-end and vacation spots within easy reach! And operating costs per person are only a fraction of rail or airline fare. The 170 has a precision-built 145-H. P. Continental engine.

ONLY CESSNA OFFERS

A Complete Line of Personal Planes!

No matter what type of plane you're interested in, see your Cessna dealer! Cessna builds the only complete line of all-metal-structure personal planes and the resulting production savings always mean "More for Your Money!"



Cessna 120-140: Practical 2-place, crosscountry planes at light training plane prices! All-metal structure. Patented Safety Landing Gear. Many comfort and safety "extras." The 140 has a 90 H. P. engine and cruises at nicely over 105 mph. The 120 has an 85 H. P. engine and cruises at over 100 mph. Both have ranges of more than 450 miles.



4. Perfect For Business, Tool The Cessna 170 turns overnight trips into easy two-hour hops... permits you to take customers and associates with you... adds to your company's reputation for speed and efficiency. See your Cessna Dealer now... be among the first to travel the easy way—in your own "Family Car of the Air!"

All-Metal Structure—145 H. P. Continental Engine—Full-Range Wing Flaps and Patented Safety Landing Gear. Top Speed—Over 140 M.P.H. luxurious 4-5 place personal or company airliners...with airline type engines, Hamilton Standard Constant Speed Propellers, every comfort and safety feature! The 195 has a 300 H.P. Jacobs Engine and cruises at well over 165 mph. The 190 has a 240 H.P. Continental Engine and cruises at over 160 mph. Both have ranges of more than 700 miles.

MAIL THIS COUPON!

Cessna Aircraft Co., Dept. SM, Wichita, Kansa	1B
Please send free literature giving complete description of the Cessna 170 ; Cessna	a
120, 140 □; Cessna 190, 195 □; Addition material for model builders □.	al

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MARCH 1, 1948

selling our commercial, retail and institutional prospects we find that the best 'selling tool' and the best display also is a live job.'

Frozen City uses as its "demonstrators" the jobs it has installed, it sells from one job to another, employs customers to sell prospects. "We show the prospect our pictures, our literature, but then we say to him, 'Pictures look pretty but you can't see the bugs in them. Best jump in the car and come out and look at one of our installations in actual operation."

When the prospect has inspected the equipment, when he has been told what to look for in the way of performance and advantages, Mr. Howarth walks away. He trains his assistant field men to follow the same selling tactic. "Let the prospect and your old customer get together, let the prospect ask his questions when you're out of earshot, let your old customer say, 'Those fellows do a nice job . . they stick with you, too,' -and that will close more sales than any salesman talking."

The follow-through after the sale

is made includes the continuous sericing, of course; it also includes the furnishing of ideas and suggestion whereby the refrigeration user may either make money, or save money, depending upon his type of operation.

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Warranties and guarantees an usually guided, of course, by the manufacturer of the particular product and by the rules of the Refrigeration Contractors' Association, a volunter organization which is attempting to help stabilize the industry in the field.

But the customer is inevitably grateful, Mr. Howarth has found for service over and beyond what is called for in the protection of his investment. He responds to ideas related to his own profits in a way that frequently clinches a sale. "When a prospect calls up and says, 'Say Jerry, you know that idea you were talking about? Come down to the market, I got a better one!'-we know the deal is on," Mr. Howarth says. "And we know we have won a customer's continuing confidence when we get a call like this:

"'Frozen City? Mrs. Smith speaking. How do I prepare these ducks for freezing? My husband insists on enjoying the results of his hunt a few months from now.'

Two Main Selling Points

In selling the home freezer user, the two main selling points are: Convenience, economy; the two main services, factual information on what the user has to gain, and actual aid in buying frozen foods for storage in the freezer.

Most people buy home freezers for the storage of commercially processed frozen foods. But a good many, including farmers, do some of their own processing, usually in a limited range of foods, supplementing with the commercially processed ones. These latter, Frozen City helps with the complete instruction, demonstration and assistance in teaching how to get full value from the equipment Both categories of customers are thoroughly educated on what a home freezer can do for them. The sales men make constant use of Department of Agriculture facts and figure to show how home owners can save by home freezing or by wholesale purchases of commercially processed frozen foods.

A Sullivan Sales Service salesman can show the housewife just how much wastage there is in fresh ver tables at so-much per pound in comparison with a package of front vegetables in which there is no atom of waste. He doesn't forget to fig-



BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher "Western New York's Great Newspaper" KELLY-SMITH CO., National Representatives ure in her time spent in preparation of the fresh variety. He totals up how much can be saved over a given period. By that time she is sold.

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Then, many housewives (or, sometimes, husbands) do not realize they may buy frozen foods at wholesale for home freezer storage. If they have heard a rumor to that effect they may not know how to go about such buying or what processor's merchandise is best in quality. In its self-elected task of building up new consumers for frozen foods via sales of home freezers, Frozen City found itself acting as advisor and go-between in the matter of such buying. Frozen City salesmen actually wetnurse the prospect from the first inkling of what the frozen foods industry can do to add to their pleasure in, and subtract from their cost of living, to the informed participation in those advantages.

Newest: Truck Refrigeration

Sullivan's newest field, only six months old, is truck refrigeration. Situated as he is, about half way between San Jose, center of Northern California's food producing and processing industries, and San Francisco, one of the biggest consuming and distributing points on the Coast, he saw himself as ideally placed for a comtie-in truck refrigeration branch. There were very few distributors handling this department of refrigeration. Most of what was done was offered by the trucking companies themselves. They had trying problems, after installation, of maintenance and servicing. It was uneconomical for truck or fleet owners to do it themselves and in having it done outside they might have to turn to several different sources. Once again Sullivan's all-under-oneroof type of service quickly demonstrated its advantages. Making himself a specialist in truck refrigeration, Sullivan is now active in the entire field from the big double trailer to the small home frozen foods delivery panel trucks. Sullivan has been able to sell companies on advantages of getting original equipment from one distributor who will install, guarantee and service it throughout its life. He does this by offering servicing to trucks already refrigerated. He has his eyes on long-range prospect lists for later replacements or additions.

Choosing equipment he will handle is a major matter for a distributor who envisages his obligations to the customer the way Sullivan does. Making himself responsible for performance and results and backing it up with service, he must pick his brands with care. Deliveries being what they have been and still are, he has been compelled, perforce, to pick and choose the best from a too-large range of manufacturers. He prefers to rely on a few complete lines.

Here are some of the points Sullivan looks for in selecting a line:

1. A rounded line that will blend into the ever-expanding commercial uses for refrigeration. Markets, for example, like to have a continuity of eye-appeal and sales appeal to their refrigerators and other fixtures.

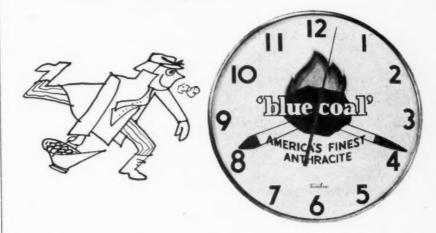
2. Ability to plan definite sales quotes based on allotments of deliveries.

3. Lessening of necessary tests of units and designs to determine individual performance.

4. Most important: Sullivan looks for manufacturers who have the know-how and experience of refrigeration specialists and at the same time are interested in selling "satisfaction."

Aids given by a manufacturer to

Electric clocks help set a hot sales pace



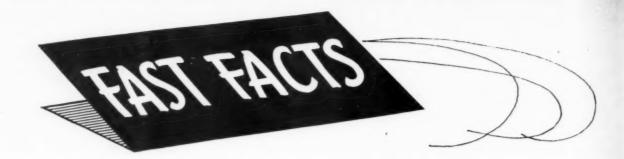
A persuasive slogan on the big, illuminated dial of a Telechron Advertising Clock is building good-will for Blue Coal. People actually look for these clocks—they know they keep accurate electric time.

Telechron Advertising Clocks never get tired. They keep your name, trade-mark, slogan or sales message before prospects 24 hours a day, every day in the year.

And they work for you for almost nothing—less than a dime a month. You can recapture even this small sum with a self-liquidating promotion.

Pick the dial pattern and color that suit your needs— Telechron Advertising Clocks offer a wide variety. They're available in all standard voltages and frequencies. Telechron precision building and exclusive oiling system assure years of low-cost service. Write for free descriptive folder. Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.





ABOUT THE NEW DEALER MAGAZINE AC

- Restaurant Equipment Dealer's first issue will be May 1948. Forms close April 1, for copy to set; April 5, for complete plates; complete mailing by April 25.
- Full Pages − \$225 one time, \$208 six times, \$190 twelve times.

Half Pages - \$115 one time, \$106 six times, \$98 twelve times.

Quarter Pages - \$60 one time, \$55 six times, \$51 twelve times.

- Send your space reservation NOW!—Copy and/or plates can follow later.
- RESTAURANT EQUIPMENT DEALER is the only magazine published exclusively for the equipment dealer executive and salesmen.
- RESTAURANT EQUIPMENT DEALER circulation—7500 guaranteed, controlled—includes dealers, dealer executives, dealer salesmen, manufacturers' representatives, contract departments, selected public utilities, and architects.
- RESTAURANT EQUIPMENT DEALER distribution list is the most accurate in existence—and was built by comparing and analyzing the dealer lists of RESTAURANT BUYERS' DIRECTORY and a group of food service equipment manufacturers.
- Each copy of RESTAURANT EQUIPMENT DEALER will be individually mailed—no bulk. Most copies mailed to home addresses... and each copy of RESTAURANT EQUIPMENT DEALER has been requested—in writing.
- All individual names on RESTAURANT EQUIPMENT DEALER distribution list will be held confidential. Use of dealer organization list is available to contract advertisers only.

- RESTAURANT EQUIPMENT DEALER editorially will devote itself to these five phases of dealer operation—
 (1) Administration; (2) Sales; (3) Layout and Design; (4) New Equipment; (5) News.
- RESTAURANT EQUIPMENT DEALER offers manufacturers of food service equipment the opportunity of conducting a "Monthly Sales Meeting in Print" with all leading equipment dealers and salesmen.
- RESTAURANT EQUIPMENT DEALER offers manufacturers of food service equipment the heretofore available medium for putting sales tips, data sheet catalogs, testimonials, etc. directly into the hands dealer salesmen!
- RESTAURANT EQUIPMENT DEALER offers manufacturers of food service equipment the opportunity of reprinting catalogs, manuals, folders—at amazing low prices.



RESTAURANT EQUIPMENT DEALER

an AHRENS publication

For More Information Contact:



NE ACCOMPLISH WITH DEALER ADVERTISING

HOW GOOD A JOB ARE YOU DOING? CHECK LIST FOR PROFITABLE ADVERTISING IN DEALER PUBLICATIONS*

- ✔ HOW MANY OF THESE JOBS DO YOU ACCOMPLISH THROUGH THE ECONOMY OF DEALER PUBLICATION ADVERTISING?
- ✓ IF YOU CAN CHECK ONE, AT LEAST YOU HAVE A START
- **✓** FIVE OR MORE IS AVERAGE FOR SUCCESSFUL ADVERTISERS
- 1. To announce a new product, new styles.
- 2. To feature Store Displays.

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- 3. To offer special promotion plans.
- 4. To talk about profits and turnover.
- 5. To seek new outlets.
- 6. To sell with reason-why appeal.
- 7. To merchandise national advertising.
- 8. To proclaim product's leadership.
- 9. To discuss price.
- 10. To show market opportunities.
- 11. To point out the advantage of quality.
- 12. To suggest merchandising messages and methods.
- 13. To urge use of dealer manuals.
- 14. To suggest what to say to the consumer.
- 15. To offer consumer literature.
- 16. To combat false impressions.
- 17. To play up a trade mark.
- 18. To introduce or publicize a company's salesmen.

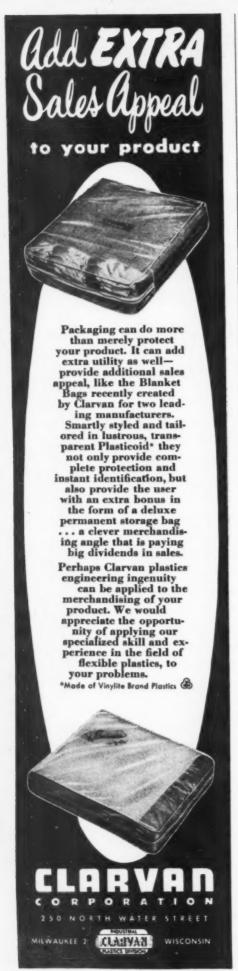
- 9. To show how product should be sold or serviced.
- 20. To announce contests for dealers.
- 21. To get retailers to concentrate on full line.
- 22. To advertise in-stock service, or selling plans.
- 23. To combat substitution.
- 24 To feature dealer testimonials.
- 75 To announce consumer contests.
- 26 To suggest seasonal or timely tie-ups.
- 27. To warn against patent and trade-mark infringements.
- 28 To carry institutional messages.
- 29. To announce a sales policy.
- 30. To tell of premium offers.
- 31. To suggest selling ideas.
- 32. To tie in with news events.
- 33. To discuss product design.
- To gain acceptance for products that are a part of finished articles.
- 35. To show quality by means of tests.

"Based on a study by Printers' Ink

THE ABOVE FACTS ARE REPRINTED FROM THE ASSOCIATED BUSINESS PAPERS' FINE PRESENTATION, "NOBODY PROFITS 'TILL SOMETHING IS SOLD"

SEMENT MARCH 1, 1948

59



his distributor are also a consideration. There are some forms of assistance that Sullivan feels that a service such as his own has a right to hope for from the manufacturer if he, the man in the middle, is to hold up the standards and policies established by Frozen City. They have not always been forthcoming.

"Many manufacturers," Mr. Sullivan says, "in endeavoring to over-come their own many production problems, have been almost completely neglectful of the contact man between them and the user of their products. Still too prevalent is the war-bred psychology of 'They're lucky to get anything.' Some have been taking unfair advantage of their temporary position in a sellers' market to attempt to continue reaping unduly heavy profits and, conversely, being unmindful of the dealer's lack of selling aids. For example, we like (and in some instances still lack from certain producers) portfolios and direct mail advertising material that would help us in our job."

Personal Assistance Counts

In choosing the manufacturer whose equipment he will feature, Sullivan is mindful of personal assistance in the field. "Only one manufacturer," he says, "has been interested enough to send a sales representative into the field with us to determine if we are making use of all the selling advantages of their line. We can often be buoyed up in our general approach to our prospects by the personal slant and enthusiasm of the maker's representative."

But what this dealer looks for most of all in a manufacturer is one who can be relied upon to fulfil his warranties. This is of major importance to a middle man who makes himself responsible to the ultimate customer for the performance of what is sold, he emphasizes, even though the ultimate responsibility for defective parts, or failure of the equipment, beyond the seller's means to prevent, to mechanically perform its function is nominally and morally the maker's.

"We have almost lost the favor of a customer as well as the profit involved on a sale through the delay, labor, temporary substitution, freight and other costs, occasioned by some basic flaw in the equipment."

That the trade and the general public are hungry for a type of dealer who will assume unqualified responsibility toward them for the goods he sells is evidenced by the steady growth of Frozen City which commenced, as Sullivan puts it, "from one authorized food cabinet and a one-man operation unit."

Concentrating his efforts in the Bay area, particularly from San Francisco to San Jose, Sullivan has developed his greatest volume so far in commercial operations-market installations, dairies, locker and cold storage plants, restaurants-but the home user is coming more and more into the sales picture as equipment becomes available and education of the ultimate consumer does it work It is here that Sullivan foresees the biggest developments in the years just ahead. But to realize the potentialities, all concerned must undertake a more complete job of merchandis-

Having set for Frozen City a high degree of salesmanship and broad quality of service, Sullivan has hadit forced upon him that the industry as a whole is not doing the job it might of promotion at the consumer end, in particular. He believes there is room for a tremendous amount of imaginative selling in the realm of frozen foods. If manufacturers and processors would point the way and assist with selling aids there are dealers such as himself who would leap at the chance to engage in it. Because he thinks very few wholesales and retailers of frozen foods are doing the job of displaying, promoting and selling them that could be undertaken, he intends before too long to make his Frozen City a sort of model of frozen food merchandising in addition to being headquarters for the equipment that stores and displays it.

Model Shows the "How"

Turning a portion of his premises into a model type of frozen foods outlet, Sullivan hopes to demonstrate how the products may be more exmerchandized. Grocery citingly stores, markets, even the exclusive retailers of frozen foods (few of whom operate in the West) for the most part have failed to take advantage of all of the means available for promoting the field. Seeing the possibilities of the industry as barely touched, he hopes soon to test his ideas for winning greater consumer acceptance.

"What we look forward to as our plans mature and materialize," Sullivan says, "is complete tie-in of our equipment installation with food sales, delivery routes, sales and servicing of equipment. Holding it all together, and in fact making possible its growth and development, Sullivan envisions an intensive educational campaign to bring home to both consumers and the trade the efficiency, the economy, the flexibility and enjoyment of frozen foods usage."



This Booklet
has an
IMPORTANT MESSAGE
FOR YOU!

An Infallible ELECTRONIC MEMORY Is yours with a Portable webster-concease Wise Recorder

Imagine! Today ... iomorrow ... or for a theumand temerrows you can recupture every vital discussion and decision ... the fidality of each glorious musical measure ... or measure the psychological improvement of classroom execute.

A narr century of scientific research has culminated in the finger tip controlled Webster-Chicago portable wire recorder which plugs into any AC cutate ready to record or listen. The magnetized wire can be "unused" instantly for re-une, or preserved indefinitely.

Its professional and business applications are so broad so your own

Spoken thoughts, with all the accuracy of their subtle inflections in professional or business contacts . . . each delicately-shaded musical half-note . . . or verbal growth-development of students can be yours "electronically memorstudents can be yours by a Webster-Chicago Wire Recorder.

It uses a fine strand of magnetized wire on a doughnut-size spool that records up to a full

hour.

Imagine! Today . . . tomorrow . . . or for a thousand tomorrows you can recapture every vital discussion and decision . . . the fidelity of each glorious musical moment . . . or measure the improvement of classroom groups.

A half century of scientific research has culminated in the finger tip controlled Webster-Chicago portable wire recorder. It plugs into any AC outlet ready to record or listen. The magnetized wire can be "erased" instantly for re-use, or preserved indefinitely.

for re-use, or preserved indefinites.

Its professional and business applications are as broad as your own imaginative scope.



CORPORATION

5610 Bloomingdale Ave., Dept.E3 Chicago 39, Illinois

Mail a copy of *The Electronic Memory for Commercial and Professional Use* which shows professional people how the use of the Webster-Chicago *electronic memory* wire recorder keeps invaluable records, speeds work, saves valuable hours. I understand there will be no obligation.

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Robert Gair

About April 1, 1948, our new Recome into production at Por Vernous Mill will supply the fabrication into Corrugate Son Nine Gair Box Plants located



FOLDING CARTONS . SHIPPINCO

rAnnouncement!

wKraft Liner Board Mill will r Wentworth, Ga. This high speed hetonnage of Liner Board for eShipping Containers by the

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N. TONAWANDA, N.Y. PORTLAND, CONN.

SYRACUSE, N.Y. CAMBRIDGE, MASS.

UTICA, N.Y.

HOLYOKE, MASS.

NEW LONDON, CONN. CLEVELAND, O.

PHILADELPHIA, PA.

ROBERT GAIR COMPANY, INC.

NEW YORK

TORONTO

NCONTAINERS · PAPERBOARD

Cram's EASY REFERENCE BUSINESS MAN'S

ATLAS UNITED STATES

NO OTHER ATLAS GIVES YOU ALL THESE IMPORTANT FEATURES

Here is a new idea in atlases—the first and only atlas designed especially for business men. Sales and advertising men told us what they wanted in an atlas, and we have given it to them. They told us they wanted accurate, useful and complete up-to-date market information, arranged to save time and unnecessary effort. With these specifications and Cram's 80 years experience in publishing maps and atlases, we have produced a book that is truly made-to-measure for busy executives — a book that is considered an indispensable sales tool in the offices of many of America's leading business organizations. Here are just a few of its many helpful features:

EASY REFERENCE:

All the information concerning each state, including full-page map, separate highway and county outline maps, with gauetteer, indexes, population figures, etc., in one place. No hunting through this book for various kinds of information—it's all there—in that state's own section.

INDEX OF CITIES AND TOWNS OF 2500 AND MORE POPULATION

A new type of index. A special listing of all cities and towns of 2500 and more population, arranged in order of size. This is in addition to the standard complete alphabetical index of each state. Many sales managers have told us this feature alone is worth the price of the book.

FLEXIBLE COVER—LOOSE LEAF CONVENIENCE

Beautiful, flexible, black Keraton cover. Simply roll it up to carry under your arm or to fit snugly into fuggage when traveling. (Size 12" x 15").

EYE-EASE TREATED

Easy on the eyes-no glare.

Price \$12.50, postpaid.

Order now for free 10 day examination

The George F. Cram Company, Inc. 730 E. Washington St. Indianapolis 7, Ind.





Spot Radio Research. "An Audience Measurement of Spot Radio Commercials" is Edward Petry and Company's second report on the subject. This study employs more perfected research techniques, some new measurements, and an increased sample. One of the most revealing results of the survey, conducted by Alfred Politz in St. Louis, is the tremendous audience accumulated by spot commercials broadcast as early as 6:20 A.M. and as late as 11.30 P.M. Advertisers who cooperated in providing special commercials for the study include Johnson and Johnson (Tek); Paramount Pictures, Inc. (My Favorite Brunette); Chesebrough Manufacturing Co. (Vaseline Hair Tonic); General Mills, Inc. (Pye-quick); W. F. Young, Inc. (Absorbine Jr.); Trans World Airlines (TWA); Brown & Williamson Tobacco Corp. (Kools); E. I. duPont de Nemours & Co. (Zerone and Zerex). Address requests to Edward Petry & Co., 17 East 42nd Street, New York City.

Farm Figures. If you're looking for statistics on the farm market, the pamphlet of statistical data on tractors and farm equipment, re-printed from the 10th Annual Statistical Number of Implement and Tractor, will probably be a "must" for your facts-file. It contains figures on the production, sale and distribution of farm equipment, as well as nine county statistics for each of the 3,071 counties in the United States. County market data includes the magazine's estimates of tractor population and farm buying power, figures on number of farms, farms with running water, electrified farms, cars and trucks on farms, and investment in farm machinery. Advertising executives interested in obtaining copies should write to E. P. Langan, Research & Promotion Manager, Implement & Tractor, Kansas City 6, Mo.

Suits... Advertisers and their agencies are perennially exposed to a barrage of damage claims. Perhaps the photograph in an advertisement was not properly released; perhaps a news article was reproduced without permission; perhaps a radio jingle

was entangled with ASCAP or other ownership. To avoid these "perhaps" miscues, it would be well to study some of the common legal problems which must be watched constantly in advertising. Kenyon & Eckhardt's booklet called, "Legal Problems in Advertising," published for the guidance of employes and clients, should serve as a "suit-saver" both for veterans and novices in the field. It covers use of photographs or names, copyrights, releases, lotteries and contests, testimonials, premiums and coupons, and other elements. For a copy, write to the agency at 247 Park Avenue, New York 17, N. Y.

What Do They Sell?—Are tire dealers getting like drug stores?—Of 1,433 tire dealers throughout this country, 99.4% handle new tires, 90.6%, used tires; 25.3% sell phonegraphs, 24%, deep freeze units, 6.2%, records. Almost half of them—47%, stock radios, and 31.2%, electric irons. Results of this survey have been published in a pamphlet titled, "What the Independent Tire Dealer Sells," by the National Association of Independent Tire Dealers, 631 Pennsylvania Ave. N.W., Washington, D.C.



Mobile Display: It's General Electric's animated combination refrigerator-freezer. The G-E character walks, talks, rolls his eyes. Besides strutting and turning and going through his spiel, the G-E walky-talky manipulates his interior, opening and closing doors, all by means of electronic control. The Bridgeport division of G-E is sending the G-E character on a nation-wide tour.

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show 'nuff seein' sells it

in VUEPAK

Mammy's sparkling "showcase" is a sign of soaring sales . . . a sign that Mammy will move through the market faster, in greater volume. Actual store tests prove that seeing sells it, that retail merchandise displayed in Monsanto's Vuepak outsells competition by as much as six to one. Retailers and shoppers, too, appreciate how Vuepak's rigidity protects merchandise from shop wear.

If better packaging is your business . . . if highly competitive consumer merchandise is your concern...you may well profit with economical, easily-handled packaging of clear, rigid, transparent Vuepak. For complete information, address the coupon. Vuepak: Reg. U. S. Pat. Off.

Box Fabricated by: Shaw-Randall Co., Pawtucket, R. I. For: Woonsocket Brush Co., Woonsocket, R. I.



MONSANTO CHEMICAL COMPANY, DEPARTMENT SMP 3 Plastics Division, Springfield 2, Mass.

Please send me information on Vuepak, Monsanto's rigid, transparent packaging material.

Title

Address_ City State

SERVING INDUSTRY . . . WHICH SERVES MANKIND

7en Redheads Mark Progress



As one of many distinctive touches in Spokane's new department store, the Bon Marche, operators of the store's elevators are "red-heads." Pictures of the ten on duty after the store opened its doors in the fall of 1947, are presented herewith. As Grif Alexander, newspaper poet, expressed it:

"When nature to Adam & Sons paid her debts
In trade with sweet blondes and with sparkling brunettes
She tied up her parcels with strings of white pearls
And threw in for lagnappe the red-headed girls.
The red-headed girls as a joyous surprise!
The red-headed girls with their laughing blue eyes!
With their cheeks red as roses and teeth white as pearls—
Thank the Lord for a glimpse of the red-headed girls."



in SPOKANE MARKET

Mercantile giants as well as industrial giants recognize Spokane and Inland Empire as a market of unlimited opportunity.

September 5, 1947 the Allied Stores, Inc., one of the nation's largest department store units, opened a great new department store in Spokane, the BON MARCHE, with Frank T. Hill as manager. The new store comprises 136 specialty shops, covers 150,000 square feet of floor space and has 400 employees.

ADS TELL OF Progress

This is one of a series of advertisements that tell how Big Business is making a capital investment in Spokane and Inland Empire totaling many millions. Titles of previous messages in this series are:

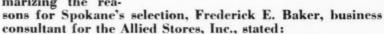
INDUSTRIAL GIANTS STAKE THEIR CLAIMS IN THE SPOKANE MARKET

FAITH IN SPOKANE AND ITS INLAND EMPIRE Statement by Henry J. Kaiser.

OPPORTUNITY UNLIMITED IN SPO-KANE AND ITS INLAND EMPIRE Statement by Eric Johnston.

ANOTHER BIG PAYROLL IS ASSURED SPOKANE—IMPORTANT FIRMS BID FOR MAGNESIUM PLANT

Coming: Other ads featuring the dramatic, industrial and mercantile developments in the Spokane Market. Already Spokane was being served by outstanding stores and shops. Officials of the Allied Stores chose Spokane as a locale only after thorough investigation of the city and its trading zone. Summarizing the reasons for Spokane's



"The Inland Empire market is the most dramatic in the nation.

"That's why we're spending millions to bring Spokane this great new retail outlet.

"You can count your population at virtually 800,000. In 1940 the Spokane market population was figured at 747,100, last year at 795,300, a gain of 11 per cent.

"But in the same six years your retail sales trebled, growing from \$211,804,000 to \$646,818,000—an increase of 205 per cent.

"In 1946 the per capita income for the city of Spokane was \$1,869 which is 91 per cent above the national average of \$977. This puts Spokane in fourth place among all cities of more than 100,000."

A highly effective way by which you can cash in on conditions that have attracted the industrial giants and mercantile giants to the Spokane area is to advertise in Spokane's two great daily newspapers.



The BON MARCHE. Spokane's newest department store, ready to serve a fast growing Spokane and Inland Empire.

THE SPOKESMAN-REVIEW SUNDAY SUNDAY SPOKENE Paily Thronicle

SPOKANE, WASHINGTON

COMBINED DAILY CIRCULATION OVER 150,000 -- 81.84% UNduplicated, Polk

Advertising Representatives: John B. Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco.

Color Representatives: SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

ENT

7en Redheads Mark Progress



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KESMAN-REVIEW

SPOKANE, WASHINGTON

COMBINED DAILY CIRCULATION OVER 150,000 -- 81.84% UNduplicated, Polk

Advertising Representatives: John B. Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco Color Representatives: SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

AENT



Even those who don't

subscribe to the best farm publication are better farmers, rank well above the U.S. farm average . . . have land and buildings worth 50% more, 53% more implements and machinery, 77% more telephones, 42% more beef cattle, 64% more milk cows, 106% more hogs . . . if they live next door to a regular reader of Successful Farming!

Geography, soil, climate, intelligence, better methods have made the neighboring non-subscriber a better prospect . . . bettered only by the SF subscriber, with farm lands and buildings worth 68% more, 75% more implements and machinery, 90% more phones, 75% more cattle and calves, 144% more hogs... than the national farm average! (From special tabulation by U. S. Census Bureau, of 1945 records—now available.)

THE 1,200,000 SUCCESSFUL FARMING subscribers concentrated in the 15 Heart States have techniques, practices, methods kept constantly current by SF's authoritative accounts of agricultural advances, research, management, mechanization ...get larger crops of corn, milk, eggs, bacon, beef...had an average 1946 gross income of \$7,860 (without government payments), \$3,252 above U. S. farm average!

With a backlog of seven prosperous years, peak savings, reduced debt, unlimited demands, the SF audience is the best class market in America today . . . and mostly missed by general magazines and networks! To make advertising really national, you need this market and medium! Full facts, any office. Successful Farming, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



BYE-BYE BONGS AND BEEPS: Device silences the usual sounds which signal the projector operator to turn the film to the next picture. Is clipped on machine.

coming your way . . .

..... drain bottom truck has been developed primarily for use in textile mills and bleacheries. It permits "in plant" transportation of cloth while it is still draining fluid. The truck can be used

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TRUCK'S BASE is of heavy hot dip galvanized steel. Wheels turn on roller bearings.

to advantage in all wet finishing processes. It is easy to clean the box section by the simple act of flushing it out with a hose. There is no danger of absorption of liquid into the deck or sides of the truck as with wooden trucks, because it is built of 18-8 Nickel Stainless Steel, with rolled edges and reinforced sides and ends for greater protection and safety. The corrugated bottom drains from

the sides of the truck to avoid flowing liquids over the running gear, as is the case with trucks having holes drilled all over the floor deck. The new truck is equipped with end bumpers. Wheels and casters turn on roller bearings. Engineered by Lewis-Shepard Products, Inc., 284 Walnut St., Watertown, Mass.

.... new auto body solder now is available through dealers all over the country. The maker reports that with the use of this plastic metal solder, otherwise costly repairs to automobiles, metal kitchenware, toys and many household items can be made easily and cheaply. It is in putty form and is applied with a spatula or putty knife. The material adheres well to bare, painted or lacquered surfaces. After being smoothed on and allowed to dry, the repaired area is sanded, ground or filed to a smooth surface. Then lacquer, paint, enamel or any other finish that is desired may be applied. Manufacturer: Plasti-Kote, Inc., 425 Lakeside, N. W. Cleveland 13.

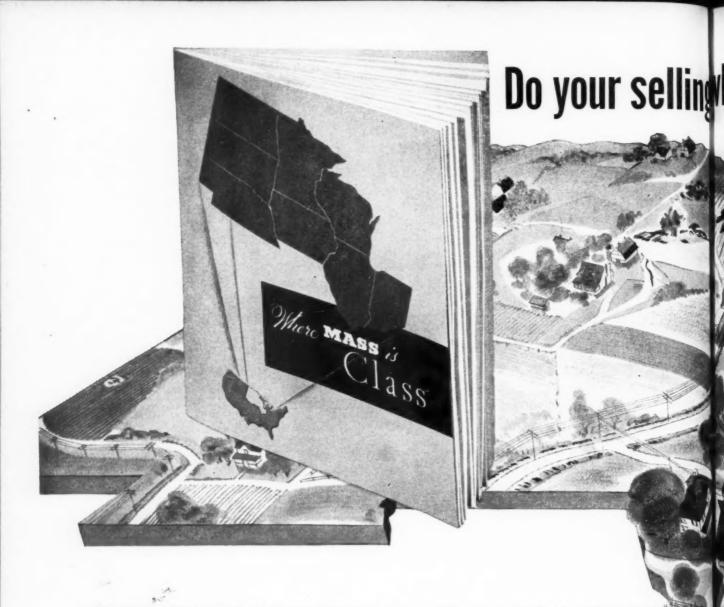
.... silicone treated tissues which clean, polish and protect the lenses of eye glasses will appear on the market this month. Called "Sight Savers," the tissues, according to the producer, keep glasses clean for hours and even for days. This is because an invisible surface of silicone is formed on the glass to protect it from minor scratches, dust, dirt and finger marks. The tissues are packaged in folding "book" style packets with plastic sheeting covers. Introduced by Dow Corning Corp., Midland, Maryland.

..... gong-eliminator has been designed to relieve harassed sound slide film audiences of the annoying bongs, beeps and burps which signal the operator to turn the film to the next picture. The device is available in both manual and automatic versions. In the manually operated version, only the operator hears the changeover signal. In the automatic version nobody hears it. The noise eliminator may be clipped onto any of the standard sound slide film projectors without the use of tools. It is a development of Silent Q Associates, 500 Fifth Ave., New York City.



COOKING UTENSIL bakes potatoes individually, on top of stove—and in less time.

.... individual potato baker is one of the latest in cooking utensils. Made of heavy cast aluminum, it is said to cut fuel costs, reduce kitchen heat and preserve the flavor of the vegetable. Here's how it works: Impale the potato on the rod inside the potato baker, close and secure the two halves of the shell and set over a low flame on top of stove. It is pointed out that the potato will be done in 20% less time than oven-baking. It is especially convenient for those who must prepare vitaminrich meals for children and invalids. The individual potato baker is being marketed by Kelray Products, Hollywood 46, Calif.



Here's what they're saying about the farm market:

Fortune Magazine: This is the golden harvest of seven fat years. Since 1940, U.S. farmers financia lassets have swollen from \$5 to \$22 billion, the value of physical assets (land, buildings, equipment, crops, livestock) from \$48.8 to \$88.7 billion. In relation to tota lassets (now \$110.7 billion), farm debt has shrunk from one to five in 1940 to one to twelve today.

Printer's Ink: Research in the farm market has convinced one manufacturer of medium-priced luxury goods that farmers have a lot more disposable income than industrial workers in the same earning brackets. Reason: The price of food leaves city workers little left to spend on luxury items; farmers grow a big part of their own food. Consequently, a larger part of this manufacturer's advertising will be directed toward the farm market.

Monthly Review, 9th District Federal Reserve Bank: Agriculture's financial health unparalleled. Favorable I ong-time farm outlook is indicated by farm programs, population growth, foreign trade, fewer

Business Week: The farmers' income is being raised one-half more than other people's and he is using it both to jump from the primitive to the modern in living conveniences and to investitin equipment to further the production revolution.

... and here's how the

Average gross income per for



Midwest Unit 191

40

WRITE FOR YOUR COP

inwhere good times are best!

YOU SELL THE NATION'S CLASS!

Certainly it's no secret that farmers as a group are prosperous—nor that the farm market as a whole is good. Not so widely appreciated however, is the estimate that 80% of the nation's total farm income is earned by the top one-third of the nation's farms. These high income farms are concentrated largely where good soil, combined with good farming, makes it possible to squeeze extra production and profit from every acre of land.

To help you locate and learn more about the best farmer prospects for your product, the Midwest Farm Paper Unit asked the United States Bureau of the Census to make a detailed study of Census records of subscribers.* This study was performed by Census Bureau personnel and paid for and analyzed by the Midwest Unit. Resulting facts and figures show clearly where a large share of the nation's farm wealth is concentrated. Findings demonstrate conclusively that subscribers to Midwest Farm Papers stand materially above the U.S. average in investments, production, buying power.

If you are wondering where to steer your farm advertising dollars to earn greatest returns in sales and profits, this study gives some important answers. Now available in an easy-toread, illustrated booklet. Get your copy. Send coupon below.

*Records for individual farms and farmers were not made available to the Midwest Farm Paper Unit, nor to anyone else, since the Census Bureau is prohibited by law from disclosing information relating to any individual farm or farmer.

MIDWEST FARM PAPER UNIT

Midwest offices at: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 S. Flower St., Los Angeles



MIDWEST FARM PAPER UNIT

59 East Madison Street • Chicago, Illinois

Gentlemen: Please send me a FREE COPY of your new booklet, titled, "Where Mass is Class" containing a Census Bureau appraisal of subscribers.

Name

Firm.

Address

Percent with income of \$6,000 and over

Nidwest 8 40 U.S.
Unit Midwest Remaining States States Stafes
273 198 75 100

IT'S FREE!

MARCH 1, 1948

MENT

Why Seventeen Cosmetics Shoots For a Broader Age Market

Based on an interview by Blanche E. Schiffman with BEN DUFFY • President, Batten, Barton, Durstine & Osborne, Inc.

One of America's famous advertising agency presidents, BBD&O's Ben Duffy, acquiring Seventeen Cosmetics as his own company, is out to duplicate the dressmaker's success in making "Junior Miss" a state of mind, not an age group.

"If there is a place in department stores for the 'junior miss' classification of dresses, then there is a place for Seventeen Cosmetics." This is Ben Duffy talking. He's the president of Batten, Barton, Durstine & Osborn, Inc., New York City, who recently acquired Seventeen Cosmetics from Emerson Drug Co. But Seventeen is Ben Duffy's own company. Mr. Duffy has been with his advertising agency for more than 25 years, and the story of his career is a modern day version of Horatio Alger. Starting as an errand boy with the firm, he rose through a

series of media jobs to a vice-presidency, and then went on to become president of the firm in 1946. In these years, Ben Duffy's talent, energy and perception of sales conditions have piloted many a campaign to merchandising glory.

Now that Ben Duffy has bought Seventeen Cosmetics—a basic quality line which Colgate-Palmolive-Peet started in 1929 and which has passed through a series of ownerships during the past few years—bystanders are watching the company closely, observing what new directions the promotion of the company may take.

and where it will set its merchandising sights.

With great optimism about the scope of the market that Seventeen Cosmetics may hope to reach, Mr. Duffy states "After all, the majority of women who buy 'junior mis' dresses in department stores are between the ages of 20 and 35. They hardly can be termed 'junior mis' in anything but stature. Several year ago, that was hardly the case. The public was accustomed to thinking of a 'junior miss' as the ingenue type . . . young, sweet, and just out of high school. No one could conceive of the fact that some day a woman who was old enough to have a teen-age daughter would consider herself a 'junior miss' size.

"Yet this education of the American consumer came about because clothing manufacturers realized that they would have to start an aggressive promotional campaign. With the slogan: 'Junior Miss is a Size.... Not An Age,' they were able to drive their message home to millions of American women.

"We hope to be able to do the same thing for Seventeen Cosmetics. Seventeen is a basic quality line that has won the approval of the American Medical Association and skin specialists, because it is hypo-allergenic, and may be used on sensitive skins. We think a quality product always has wide consumer appeal, and can appeal to all age groups.

"We hope to have American women think of Seventeen Cosmetics as excellent for every woman who is young in heart, if not in age. It is flattering to everyone, whether a woman is 17 or 70. In fact, letters already in our files show that many women far above the ingenue age bracket are now using Seventeen. They may have been introduced to it by their daughters, or else they started with Seventeen as their very first make-up and continued to use it through the years.

"Incidentally, we still consider the teen-age group an important market because very often buying habits are formed during the elastic formative years . . . and they are habits which last throughout a lifetime. For the



"It'll be interesting to see if it really is a lifetime pen."

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MATTER OF TIME

which to the smart competitor is



now!

Today, especially, people regard the reading of nonfiction literature as a labor to be avoided as much as possible. They prefer to learn effortlessly—to have the complete picture of what they should know prepared for them and transferred to their passive minds and imaginations by visual devices.

Films, and similar management and sales aids, are coming into their inevitable own faster than ever before—paced by this growing "show me" attitude of the type-shy public.

Your competitor may be one of those now devaluating some media in favor of a greater use of business films. The smart competitor acts now-so as not to trail tomorrow.

SHOWING DOES IT . . . AND QUICKER

45 ROCKEFELLER PLAZA, NEW YORK 20, N. Y .- Phone: Columbus 5-6694 9155 SUNSET BLVD., HOLLYWOOD 46, CALIF.—Phone: Crestview 6-8500

For a demonstration of what other companies have done, and what you . . . and your competi-tor . . . can do with business films, write or phone:

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EMENI MARCH I, 1948

A BUSINESS DECISION ISN'T A ONE-MAN SHOW

By JOHN J. FLANAGAN

Director of Media McCann-Erickson, Inc.

"Two heads are better than one," the old saying goes. But, when it comes to buying decisions, the average business firm has many heads today. That's why the mass technique pays off in business advertising.

Gone are the days when one man ruled his company with an iron hand. Gone, too, is the time when you had only to reach the head of the firm or a key man in order to make the sale. Today your advertising should blanket all the ranks of executives and professional employees in order to reach every person who may have a say which influences the final decision.

A business firm of any size is a complex organization today. Many types of people are required for its successful operation. These people have different approaches to the same problem. They read different business magazines. So, if you want them all to be on your side, you have to reach them through the magazines to which they pay attention.

And don't forget about the small businesses either. You have 50,000 to 100,000 prospects in this country which are not worth putting on your mailing list. Many of them may not even be known as prospects. Yet their orders might total up to a good volume of business if you could sell them economically. And the only way to cover them with economical advertising is by use of the mass technique.

Why don't you talk this idea over with your sales executives and agency media man? Remember that a business decision isn't a one-man show.

This column is sponsored by Nation's Business to promote the use of a "mass technique" in selling the business market of America.

Four leading general business magazines offer you in 1948 a combined circulation of 1,310,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about \$9,725.

Not Paid		
Circulation	BAW	D36

Nation's	Busine	98	 600,000	\$3,000
United	States	News	 300,000	2,400
Fortune			 235,000	2,750
Business	Week		 175,000	1,575

We'll be glad to give you case histories of advertisers who have found such "mass" selling profitable. Nation's Business, Washington, D.C.

time being, at least, we are going to continue to aim for this young market, hoping to penetrate it to the utmost before we go on to seek a wider age distribution.

"One of the things we intend to do in order to appeal to more women, is to increase the number of products in our line. We expect to add many new colors in lipstick and rouge, and add other new products which research will show that consumers want. They'll be basic quality products, as always. We'll continue to feature the hypo-allergenic quality of our line, and continue to stress its use for sensitive skins. We believe that quality products appeal to women of any age—despite the fads, fancies and fashions of cosmetics.

"We have, however, made a few changes in sales promotion and innovated a few new campaigns in short time that we have owned Seventeen Cosmetics.

"We cut down a bit on our national consumer advertising, and are new with a questionnaire which we include in all of our beauty kits. In each kit is a leaflet, and the woman who buys the cosmetic kit is asked to state the color of her hair, eye and complexion, and to write us of any special beauty problem that is puzzling her. When she sends this questionnaire back to us, she will receive through the return mail the names of the colors which she should be using, and the answers to her \$64 beauty questions. These answers are written in a personal letter, dietated by a qualified beauty consultant. Whether or not she has asked any special questions, her name i put on a general mailing list, and each month she will receive a bulletin about beauty.

"For a special Valentine's Day promotion, we tied in an 'I Low You' bracelet with a bottle of Seventeen cologne. The package, which cleverly displayed this appealing little gold link bracelet which suspended two red plastic hearts, sold for \$1.50.

Coming . . .

March 15, another article in Sales Management's series on unions among salesmen. It answers the question: Why have automobile dealers in Oakland, Calif., lost control over their merchandise, their salesmen's behaviour, salesmen's work, and sales practices?

pouring those advertising dollars into backing up our dealers with more localized newspaper advertising. For the time being, we are concentrating our efforts on increasing cooperation in territories where distribution is already heaviest, and in adding new outlets of distribution. If, for the present, we can do the best job in our market, we will be happy.

"For our first advertising campaign, we chose one with a cartoon theme, featuring captivating, heartbreaking 'Sally Seventeen.' This gay young teen-ager somehow manages to ensnare the hearts of men everywhere—whether it be at the beach, the corner drug store, or the state fair. It was tested in a continuous campaign in 16 cities. Results were excellent.

"We have also run a series of teasers in small space advertising, with considerable success. These were the question-and-answer type, and usually found a teen-age young lady in the midst of a social dilemma. Her answer, written by Sally Seventeen, always solved her problem, and usually—we hope—sold her on Seventeen Cosmetics.

"We have also started something

complete. We chose this for our special promotion, because we felt that Valentine's Day is the perfect time for promoting an inexpensive item. People will usually spend a great deal of money on a gift for Christmas, or for one at birthday time, but for Valentine's Day we think they want an inexpensive gift with remembrance and sentimental value. The success of this campaign seems to have proved our contention.

"As for our future promotional plans . . . well, we are looking around for the key which will open the door to a broader, more universal market.

"We know that we are going to continue to stress the quality feature of our line, because that is our most important asset. And we are also going to continue to play on the agold desire of women to appeal to men. The desire of women to please men has—and always will be—universal. It is an appeal that cuts across age lines.

"As for the teen-age market—well, we think that if a department store closes its eyes to the young people of the community, it closes its eyes

to the future."



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No matter what your product's particular advantages are, you can demonstrate them most resultfully with sales films.

For, as advertising's most expressive medium, sales films give you pictures—to show what your product looks like . . . motion—to show

how it works . . . color—to make it warm, true to life . . . sound—to explain the "whys" and "wherefores."

The film medium is now at its best. As a result of improvements made during the last few years in production technics, in projection equipment, in distribution methods, the film medium is now at its most effective best.

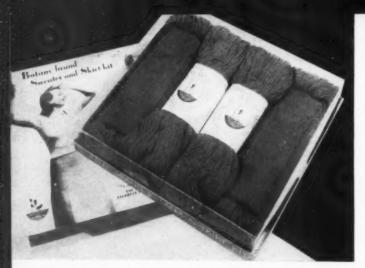
To take the fullest advantage of this improved medium, consult a commercial film producer. He will show you how you can dramatize your product in terms of its greatest customer appeal.

Eastman Kodak Company Rochester 4, N. Y.

Business Films

... another important function of photography





SWEATER AND SKIRT KIT: Here is an example of how a package can give an item "gift" appeal. Lumarith box contains yarn, skirt flannel, instruction booklet.

Designing To Sell



RUBBERLESS COFFEE BREWER: A product of Cory Corp., it has 10-12 cup capacity, glass-to-glass vacuum seal and a plastic handle to insure steam-free pouring. Brewer comes with a handy coffee measure.



CROSLEY AM-FM RADIO: The new 88TC model is equipped with seven Crosley tubes, plus one rectifier, and is housed in an attractive American walnut cabinet.

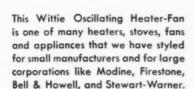
PLASTIC SHAKER: Designed by Barnes & Reinecke, Inc., for Kerel Products Co., the

"Juice-A-Shake" is made of Melmac, a non-toxic, odorless, heat resistant material. It may be used for making fruit drinks, milk shakes, eggnogs, cocktails. Comes in attractive color combinations.

1948 BUICK CONVERTIBLE: It is equipped with hydraulically operated top, door windows and front seat adjustment. Other new engineering features of 1948 models, are the Dynaflow drive and the oil turbine transmission.







The sales magic of Barnes & Reinecke product styling can keep or make yours the *most wanted* product in its class. Only with Barnes & Reinecke styling can you be sure that your product will have the maximum sales appeal when it is marketed. We can be positive, because 178 current styling projects and 14 years of experience qualify us, and us alone, to know what will sell best next year. For us 1949 and 1950 are NOW.

Don't gamble your future markets against amateur product styling. Your own relatively untrained and inexperienced people probably are not qualified to assume this risk. If your product is to compete successfully with others, the designer must know how these other products will look. Your staff cannot know this—our staff does know.

Almost miraculous sales results may come from the better, the more saleable product that we style or design for you. Our insignificant fee can return its cost so many thousand-fold that any management with aggressive plans for the future must ar least call us in for a hearing—or inspect our work rooms in person.

Free

Full-color brochure showing a representative group of Barnes & Reinecke-styled products now on the market . . . plus the tested, step-by-step procedure you can use to improve the styling and design of your product.

BARNES & REINECKE, INC.
DESIGNERS AND ENGINEERS
236 EAST OHIO STREET, CHICAGO 11, ILLINOIS

OUR 14TH GREAT YEAR . STAFF OF OVER 200









HAPPY HOLIDAY says:

I cannot tell a lie! I did it! I confess I'm The most successful two-year-old magazine of all monthlies ever published!

(Oh, happy birthday to me!)

Let the chips fall where they may, here are the honest-to-George facts:

Number of advertisers

1st 12 mo. 480

2nd 12 mo.

Advertising revenue

1 st 12 mo. 8957,796

2nd 12 mo 81,857,894

Now the different classifications of advertisers total forty! Everything from automobiles to insurance, beverages to radios, women's wear to toiletries ... they're all in Holiday. And all for the same good reason: Holiday moves merchandise!

Circulation average net paid

461,118 758,885

These figures are average net paid circulation (the first year's figure is ABC, the second year's is based on the best available estimates). NOW-HOLIDAY IS OVER 800,000! Within a 2-year period no magazine selling at 50¢, or even 35¢, has ever gone so far so fast. More than 800,000 of America's most up-and-doing, most responsive families! Everyone in the family-and friends too-reads Holiday. Ten recent surveys show that each copy is read by an average of 7.7 readers! What a made-to-order market of millions! *Best available estimates.

\$1,857,894 is greater than the second-year revenue of any other monthly magazine! And the advertising lineage increased from 401,813 lines in the first year to 460,200 lines in the second year. The reason? Responsiveness. People read Holiday in a holiday mood-a relaxed, responsive, buying mood!

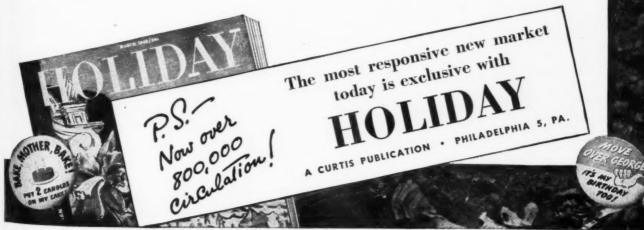
Holiday's second-year advertising revenue of

Number of retail tie-ins

1 st 12 mo. 505

2nd 12 mo.

In the last 12 months, 968 leading retailers used Holiday as the major theme in 1131 store promotions. Department stores, shoe stores, men's stores, specialty stores, drug stores, sporting goods stores ALL kinds of stores have tied in with Holiday. What's more, these stores used over 500,000 lines of newspaper advertising and more than 5,000 windows as well as interior displays, fashion shows and radio programs.



AMPAIGNS AND MARKETING

Paint Guild Promotion

A group of medium-size independent paint manufacturers are combining to launch a cooperatively trademarked paint selling campaign under the banner of the Duron Paint Association, Chicago. When fully expanded the Association is expected to consist of some 25 paint manufacturers, operating non-competitively in their respective trading areas and selected so that their collective territories will completely cover the United States.

Through the group, promotion and selling aids will be available to re-

gional manufacturers.

With national distribution and the power of some \$40,000,000 in combined annual volume, national advertising in both consumer magazines and business journals will be used. These advertisements will promote preference for paints which bear the Duron Seal (a certificate of merit) on its label. The seal may be used only by members of the Association. The nationally advertised seal derives its validity and substance from the maintenance of quality standards established by the Association.

The Duron Seal is an adaptation of the original Paint Guild crest designed in the 10th Century. Members

NEW WINX package and display card for the 24-year-old eye preparations, which have been acquired by Park & Tilford.

of this ancient guild took vows of loyalty, integrity and service to mankind. The lead off theme of the national copy points up this history and brings these traditions up to the

"modern guild."

By syndicating their point-of-sale material, members will supply their dealers with high calibre merchandising aids and selling tools at a cost generally below the normal expenditures for less pretentious material. Dealers will be provided with decals and other point-of-sale material tying in with the national campaign. Manufacturers will be supplied with 24sheet posters, radio shows, and newspaper mats for use in their local markets.

Davis-Fisher-Kayne, Inc., Chicago, agency for the Association, is completing plans for the first year's campaign. Business paper copy is scheduled to appear this spring.

Of Miles And Minutes

To speed the hemisphere-hopper on his aerial journey, and to expedite the movement of goods in international commerce, Trans World Airline has concluded interline agreements with 9 additional foreign car-

The new interline agreements provide for exchange of ticket sales and passenger traffic between TWA and East African Airways, TWA and Arab Airways, and for exchange of ticket sales and passenger and cargo traffic between TWA and Philippine Airlines, Peruvian International, Sabena (Belgian airline), Iraqui Airways, Royal Dutch Airlines, Aero Portuguesa, Limitada, and Quantas Empire Airways, Ltd., of Australia. An interline agreement for the handling of air cargo has also been announced by TWA and Pan American Airways.

TWA now has such interline agreements with more than 60 foreign carriers. They are part of the overall interline structure being developed by TWA along its 27,000 miles of air routes from San Francisco to Bombay, India.

Under the terms of such agreements, a traveler to a formerly remote point in East Africa may plan his itinerary from origin point to destination and buy all his necessar tickets at one time at any TWA ticket office throughout the world All continents, including Australia and all countries enjoying commercial airline service can now | reached on "through-bookings" made at any point along the TWA route or the routes of cooperating airlines

As New England Goes

"Chicken is Good—But With Cranberry Sauce It's Better" is the theme of the spring and summer advertising for Ocean Spray Cranbern Products. In an effort to build a wider market for increasing crops



IT FLIES . . . Jet Plane Ring, newest pro motion souvenir for young, air-minded con sumers of Pep, is obtainable with two bit and box top from Kellogg Co. cerel

the National Cranberry Association packers of Ocean Spray, will continue the campaign started last fall to make cranberry sauce as important a part of all chicken dinners as it is with turkey.

Advertisements will suggest cranberry accompaniments for chicken either straight from the can or dressed up in new and unusual ways Starting this month, the schedule in cludes color and black and white in sertions in This Week Magazine The Family Circle Magazine, and Woman's Day; black and white in The American Weekly; black and white in about 50 selected daily newspapers in areas not covered by the other publications.

Magazine and newspaper advertising will be supplemented by such dealer helps as newspaper mats and electros, counter cards, and a bulleting being distributed to wholesalers and retailers showing how they can in crease their sales of both chickens

a Map that is Different

The circulation map of The Weekly Kansas City Star shows an intensity of coverage not equaled by any other farm publication in America.

It shows The Weekly Star's circulation by counties in four states—Missouri, Kansas, Oklahoma and Arkansas. It shows also the number of farms in each county—and the percentage of farms reached by The Weekly Star.

It's a good map to have. It will give you detailed information about a unique farm publication which, without the aid of premium offers, clubbing deals or like inducements, has more subscribers in Missouri and Kansas than any other farm publication.

The Weekly Star's circulation map will be sent postpaid to any advertiser or advertising agency. Write for it today.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

436,422 Paid-in-Advance Subscribers

MARCH 1, 1948

TWA World

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The DETROIT Story!

Among the Nation's 5 Largest Cities. DETROIT is . . .

FIRST

in effective buying income per family!

FIRST

in retail sales per family!

FIRST

in factory weekly earnings!

FIRST

in factory wage rates!

FIRST

in home ownership!

FIRST

in drug store sales per family!

SECOND

in food sales per family!

SECOND

in car ownership!

THIRD

in factory employment!

FOURTH

in population!

Among Detroit's 3 Newspapers. The DETROIT NEWS is . . .

FIRST

in trading area circulation weekdays and Sundays!

FIRST

in home-delivered circulation . . .

FIRST

in total advertising lineage!

FIRST

in practically every major classification of retail and national advertising!

FIRST

in classified advertising—more lineage than both other papers combined!

FIRST

in effective circulation—reaching 65% of Detroit's auto owners, 64% of the home owners, 63% of the total income!

423,493 total weekday circulation— 538,751 total Sunday circulation



Maţional Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17-The John E. Lutz Co., Tribune Tower, Chicago 11



SUPER SALESMAN for Johnnie Walker Scotch Whisky, re-sculptured and hand painted, statuette of 100-year-old symbol returns for Canada Dry Ginger Ale, Inc.

and Ocean Spray by featuring the two items together.

The market for canned cranberry sauce can be greatly extended, the Association feels. The entire 1947-48 Ocean Spray production of some 84,000,000 cans amounts to only a little over half a can for each of the 141,000,000 people in the United States. And yet New Englanders consume cranberry sauce at an average rate of up to seven cans per person annually.

National Cranberry Association is a cooperative of some 1,200 cranberry growers, with grower-owned packing plants at Nanson and Onset, Mass., Bordentown, N. J., North Chicago, Ill., Coquille, Ore., and Markham, Wash. Members of the Association produce more than half of the Nation's entire cranberry crop.

New Stencil Campaign

of

/J-TV

ENT

Heralding its new electric stencilcutting machine as a boon to overworked shipping clerks, the Marsh Stencil Machine Co., Belleville, Ind., is launching a new sales and advertising program.

For years the "Marsh" stencillettered trademark has appeared regularly in a long list of national magazines and business papers. Advertising copy has long been slanted at creating stencil users out of shippers who addressed shipments with tags, labels, et al. Some \$12,000,000 loss annually is attributed to poor, illegible marking of freight shipments alone.

While this copy approach will be continued, new emphasis will be laid on actual user experiences. Particular stress will be laid on the company's new, exclusive electric stencil machine. Like typewriter manufacturers, however, Marsh intends to

continue manufacturing its manually operated stencil machines. Typical of the testimonial advertisements being currently used is that concerning Schenley Distillers Corp., which makes some 1,500,000 stencil-markings a month.

Publications on the present schedule include Nation's Business, Business Week, Dun's Review, Industrial Improvement, Shipping Management, Marking Industry, Flow, and American Exporter. Krupnick & Associates, Inc., St. Louis, handles the account.

"Hiawatha Year"

"It's a Hiawatha year," The Milwaukee Road's advertisements are saying these days. With 153 passenger train cars scheduled to be placed in service—most of them during the first half of 1948—The Milwaukee Road is moving into the largest new car program in its history. This does not include 60 cars placed in service on the new Olympian Hiawatha in 1947.

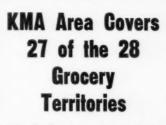
Before the year has run out, completely new Hiawathas will go into regular service, existing Hiawathas will be re-equipped and refurbished, and the road's other top trains will be modernized in whole or in part.

Around this whole plan of construction and service improvement, the Milwaukee organization is building its 1948 advertising program which is to include magazines, newspapers, radio and direct mail.

National magazines, with space ranging from pages in full color to half pages in black and white, will be used throughout the year. During late winter and early spring, one series will publicize Pacific Northwest vacation regions and the Olympian Hiawatha. The other features the "It's a Hiawatha year," devoting specific announcements to new trains and services.

Extensive use of newspapers in key on-line and off-line cities is planned. Insertions announcing the addition of new coaches and diners on the Pioneer Limited have already appeared.

The Milwaukee Road will continue to use the 25 selected on-line radio stations for its Sunday spot newscasts. Commercial copy follows the same thematic lines as the magazine and newspaper advertising. Direct mail brochures and broadsides will be used to reach a comprehensive list of patrons and prospects as well as ticket and travel agents. The program will also be merchandised to the railroad's 38,000 employes. Roach, Williams & Cleary, Inc., Chicago, handles the account.



27 of the 28 major whole-sale grocery territories of companies operating out of Omaha, Nebraska, Des Moines, Iowa, and St. Joseph, Missouri, are covered by KMA which serves 184 BMB counties. In these important distributing areas, no advertising schedule is complete without KMA. Write us, or see Avery-Knodel, Inc., national representatives.



ABC NETWORK

the Courier-Express HELPS BUFFALONIANS



• Our 50 year old Travel Bureau, discontinued during the war, has reopened. Jack Beilman, with over 30 years experience in the travel and resort field, is in charge. Thus we again offer our travel readers a service which over 11,000 have used in a single year. This popular service plus our travel pages offer resort and transportation advertisers Western New York's most effective advertising opportunity.

REACH BUFFALO'S TRAVELERS thru the

Buffalo Express Courier Express Only

Morning and Sunday Newspaper

Representatives:
OSBORN, SCOLARO, MEEKER & CO.
George B. Close Inc. Pacific Coast

The Stower sells soup



* "We have found from past contests and promotions that THIS WEEK Magazine does a fast, powerful job for us and our dealers. Grocers know it moves goods, speeds up turnover due largely to the close-to-home character of its distribution—through your own local newspaper. We believe in THIS WEEK—and grocers have told us they do, too."

Lowry Crites Dir. of Media General Mills, Inc.

The Cover wear sells childrens wear



"I don't have to introduce THIS WEEK to our retailers—because this national magazine is part of your own local advertising medium—the Sunday newspaper. This means that our magazine advertising will share the local sales impact of your favorite newspaper—will reach the same families at the same time as your own local ads."

H. R. McCormick, Jr. Sales & Advertising Mgr. McKem Children's Wear

^{*}From trade paper announcements to their dealers.

... and you don't have to be a



HISWEEK Magazine, despite its size and influence, is no "millionaires" club".

General Mills, over there on the left, happens to be in the millionaire bracket. That helps, of course. It allows them to make still greater use of TWM's sales power.

But McKem Children's Wear, on the same page, has found how to make TWM do a big sales job on a modestsized budget.

Both are doing a nation-wide job on 19 million readers in over 81/2 million homes - every 4th home in America.

And both are doing a job on the local dealer through TWM's "5th Cover" —the 24 key Sunday newspapers that this magazine is part and parcel of.

Whatever the size of your budget the national power of TWM, and the local influence of its "5th Cover", are ready to put real sell into your magazine campaign.

HIS WED

OVER 81/2 MILLION CIRCULATION Magazine OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal

The Baltimore Sunday Sun

The Birmingham News

The Boston Herald

The Chicago Daily News*

The Cincinnati Enquirer

Cleveland Plain Dealer

The Dallas Morning News

Des Moines Sunday Register

The Detroit News

The Indianapolis Star

Los Angeles Times

The Memphis Commercial Appeal

The Milwaukee Journal

Minneapolis Sunday Tribune

New York Herald Tribune

The Philadelphia Sunday Bulletin

The Pittsburgh Press

Portland Oregon Journal

Rochester Democrat & Chronicle

St. Louis Globe-Democrat

San Francisco Chronicle

The Spokane Spokesman-Review

The Washington Sunday Star

*Saturday Edition

Newspapers Lose Millions in Unspent Co-op Ad Allowances

J. DAVID CATHCART . Asst. to Executive Vice-President, The Magnavox Co.

The reason: national versus local rate differentials, plus dealer skittishness about advertising a specific branded product when accounts are on a non-exclusive basis. Mr. Cathcart sets forth the manufacturer's view on the subject.

I can't help wondering if newspaper publishers are completely aware of how many of the dollars carmarked for them each year, don't ever reach them!

This thought comes to mind as I read in the business papers that RCA is again returning unspent "co-op" dollars, totaling some hundreds of thousands, to their distributors.

We, too, here at Magnavox, are canceling "co-op" credits. And our unspent total will hit into important

six-figure money. Many large newspaper advertisers—including the so-called "backbone" food and medical accounts—spend less than that amount annually.

And I guess that almost every U. S. manufacturer who employs this "co-op" approach to local promotion — because newspapers forbid their doing business direct, except at a premium—is sadly putting dollars back into his pocket and wondering how in the world such an unorthodox method of doing business ever got started in the first place.

For those not completely familiar with "co-op" advertising, the usual procedure is this: The manu-

facturer appropriates something like 3 to 5% for local promotion on all sales—over and above his appropriation for advertising in national media. He advises his retailers that he has this money available for their use and invites them to run advertisements in their local papers, over their names, on their newspaper contracts, promising to compensate them for half of the space cost.

The manufacturer likes "co-op" for these reasons:

1. The store becomes identified as an outlet for his merchandise.

2. The store develops more enthusiasm for his merchandise than for other brands carried, because of the added emphasis it receives.

3. The advertising costs the manufacturer less, for two reasons: The retailer shares in it, and the retail rate applies.

As for the retailer, usually he likes the arrangement if he has "exclusivity," but shys away from investing that should go to newspapers, remain unspent.

Some newspapers have worked out divided press runs which reduce the waste factor for neighborhood dealers from 90% down to perhaps 50%.* This is a step forward in bettering the over-all situation. But, of course, even if hundreds of newspapers were able to offer this service, the problem would still be unsolved.

When you consider how many manufacturers supply consumer goods, and how many local advertising dollars can be involved per manufacturer, you begin to appreciate how quickly these newspaper dollars accumulate. In our radio field alone, with retail money included, an unspent figure of some \$10,000,000 probably could be found—money that manufacturers wanted to put into

newspapers and other local media but weren't able to place.

Perhaps, in these days of newsprint shortages and general prosperity, newspaper publishers are just as well pleased that these dollars, that were headed for them, didn't make the trip. But, thinking back to the prewar period, it seems likely that publishers may be eager for additional business in the future.

This thought, then, comes to mind: that, now, before that day, the Bureau of Advertising, A. N. P. A., might well devote deep study to the problem of making local advertising easier for manufacturers. Any such quick assumption as "It's

easy now" won't hold up. The annual unspent millions of local dollars are ample evidence of the inadequacy of the present setup to cope with the

Most manufacturers, I believe, can work out (by adroit invoicing) the problem of collecting local contributions from dealers and distributors,

EDITOR'S NOTE:

Subscriber Cathcart talks frankly on a very controversial topic: the differential between general and local advertising rates. Many other advertisers and agency men hold the same views. Newspaper executives obviously do not agree, or long since they would have changed their rate schedules.

They point out, as justification for the much lower rates offered to department stores and other large local advertisers, that these local people are with them day in and day out, and use much larger space than the average national advertiser.

As always, SALES MANAGEMENT'S columns are open to both sides on all controversial topics. Newspaper executives who disagree with Mr. Cathcart are invited to reply to him in these pages.

Philip Salisbury, Editor

dollars in products which have mass distribution because the buying urge which he plants may work to benefit competitive outlets.

Then there's the question of whether newspaper coverage is wasteful to neighborhood outlets. Frequently, over 90% of the readers of a metropolitan daily are unlikely prospects for a dealer. This partially explains why many dealers fail to take advantage of "co-op" money available to them, and why dollars

* See "Split Runs Give Small Dealers Better Break on Co-op Advertising." SALES MANAGEMENT, Feb. 1, 1948.



THE OLD FALL RIVER LINE

That famed designation aptly fits the Herald News' editorial policy. This newspaper follows a strictly Fall River line, regardless of parties or politics.

The Herald News fought Communism in 1946. Today, Fall River unions are openly anti-Red, the city free of Communistic activities. Similarly it fought against housing bottlenecks, for an expanded commercial water supply and a new industries program—and won public backing, and victory, in each case.

It's a case of mutual loyalty—the Herald News all for Fall River and Fall River all for the Herald News. That's why 96.6% of the city's families are Herald News readers, why ten out-of-town weekly newspapers combined can't equal half the Herald News circulation.



Another example of reader response in this \$95,000,000 retail market

In a single year, Herald News readers ordered 10,500 dress patterns and 5,100 needlecraft patterns, for a total of 15,600—better than 44% of the combined city zone and trading area circulation.

Fall River Herald News

FALL RIVER, MASS.

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

MARCH 1, 1948

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The Baking Industry Buyers' Guide-Catalog is introduced after years of supplying bakers with buying information and of research to determine features best suited to the reference needs of the industry.

The Buyers' Guide has 4 sections of reference material: (1) ADVERTISERS' INDEX, followed by all advertising and catalogs concentrated in this section for easiest reference without confusion; (2) INDEX OF PRODUCTS of anything and everything a baker has need for; (3) INDEX OF TRADE NAMES OF PRODUCTS and their makers; (4) complete, and we mean complete, ALPHABETICAL LISTING OF SUPPLIERS. The use of a contrasting color of paper for each section aids in quick reference.

Here Is Where Advertisers Get Buying Action

Here in one convenient, hard-covered book is most complete and accurate buying information in a most convenient arrangement. Distribution is guaranteed to cover the buying power of the Baking Industry. Reservations for the 1948-49 edition are now being taken. Ask for new booklet giving detailed information on this new advertising help at the point of sale.

Completing a Service Bakers Have Long Demanded

The Baking Industry Buyers' Guide-Catalog completes a service we have long planned for the industry and for those who sell to it.

The New Service Is in Competent Hands

Furnishing complete, accurate buying information to bakers is familiar work to the Bakers Weekly editorial staff.

In fact, their activities cover every phase of a baker's operations from ingredients to merchandising. The full-time staff of 14 specialists furnish such editorial services as (a) WASHINGTON BUREAU; (b) LABORATORY AND EXPERIMENTAL BAKERY; (c) FIELD WORK BY ENGINEERS; (d) MARKET SERVICE DEPARTMENT and (e) sales and merchandising help through the popular SALES FORUM.

Any survey among bakers shows the value of this broad and practical editorial service and highlights the staff's competence to produce the *Baking Industry Buyers' Guide-Catalog* as an accurate, complete, and easy-to-use source of buying information.

The Baking Industry Is Worth Your Best Sales Efforts, Now

In this era of confusion, the Baking Industry is, as always, stable and dependable. Bakers want to produce highest quality products and are determined to hold present high sales volume. They were never more receptive to your help toward this end.



if that's part of the solution to this problem.

Manufacturers want to control the advertising effort: place definite schedules of constant, hard-hitting local advertising, list dealer names, etc. And dealers, generally, are quite willing to have this done by the manufacturer.

Widespread Reform Needed

But, obviously, neither dealers nor distributors are going to suggest taking many steps in this direction as long as the rate differential remains as a factor.

And it would have to be removed in all newspapers before policies could be altered. In other words,



J. DAVID CATHCART

action by a daily here and a daily there would accomplish little. An industry-wide move is needed before any changes can be made in overall advertising policies.

Newspapers Responsibility

The fact that general advertising represents such a small part of total newspaper advertising-despite an ever-increasing trend toward branded merchandise and the ever-higher millions of dollars that manufacturers have available for advertising-must relate, in some degree, to this peculiar sales policy which newspapers generally ask their manufacturer customers to accept.

Perhaps the differential can be "justified."

But, even if it is, to be realistic, just or unjust, it seems to be the explanation of why, at the end of each year, so many millions of newspaper advertising dollars are put back into pockets, unspent.

another payroll builder for Tacoma-Pierce County

ONE of the largest West of Chicago, the South Tacoma general shops of the Northern Pacific Railway Company today provide employment for approximately 800 Tacomans-with a payroll topping two million dollars annually. The photo above shows workmen in the 22-pit locomotive shop. In addition there are machine shops, boiler, pipe and tin, flue, gas engine, motor repair, electric and



\$5,662,000 per year — distributed over some 1,800 employees. Just one more reason why Tacoma-Pierce County is Washington's Second Market — a market demanding concentrated attention. No "outside" newspaper does an adequate job in Tacoma-Pierce County—Washington's Second Market. The News Tribune reaches 79% of the homes. The second Tacoma paper reaches 51%... the Seattle morning paper only 10%... the Seattle evening paper just 4%. In Washington State, the Tacoma News Tribune is a "must buy"—always!

paint shops-plus a 100,000 FBM

per day planing mill, a wheel

shop, two car shops, a blacksmith

shop, a cabinet shop, a lumber

yard, a reclaiming plant and a steel rolling mill with an average

output of 13 tons daily. Total Northern Pacific payroll for all

branches in Tacoma is about

4COM lews Tribune

NOW DELIVERING MORE THAN 60,000 DAILY

NT



THEY DO BUSINESS Films



efficiently, safely, and courteously are employees of Los Angeles Transit Lines since a motion picture indoctrination and training program was begun. Employee relations are better, labor turnover is less. Proud of their excellent films, company officials wanted them presented at their best... and so chose Filmosound projectors.



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RETAILER ATTRACTS PATRONAGE by entertaining children while mothers shop in peace. Hobby Horse Store, Beverly Hills, Calif., turns this neat business-building trick in an 80-seat "little theater." Juniors joyously watch movies and decide mothers must shop here again soon. Dependable, top-quality reproduction of pictures and sound is assured by a Filmosound projector.

THINK WHAT YOU COULD DO with a commercial film... the business-building story you could tell, thanks to the almost limitless scope of a sound movie. Capable film producers are near you, ready to help you weigh the possibilities. Write us for their names.



Bell & Howell Company, 7190 McCormick Road, Chicago 45. Branches in New York, Hollywood, Washington, D. C., and London.

FINE PROJECTORS are a "must" if your film is to be fully successful. And the finest 16mm sound film projector, most commercial film users agree, is the . . .

Filmosound



FARMERS' FRIENDSHIP is successfully cultivated by Sinclair Refining Company with the aid of a movie which forcefully educates in farm accident avoidance. Film is the one serious note in an estimated 2300 entertaining Sinclair Farm Shows being attended by 600,000 farmers and their families in 36 states. In this arduous service Filmosound projectors demonstrate their enduring dependability.

Precision-Made by

Bell & Howell

Since 1907 the Largest Manufacturer of Professional Motion Picture Equipment for Hollywood and the World

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers'
Service Bureau, Sales Management, Inc.,
386 Fourth Ave., New York 16, N. Y. These
reprints may be ordered by number:

NEW REPRINTS

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168-What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166-65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

C. Dorr. (Three articles.) (Price 20c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

ADVERTISING

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159-Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158-Primer on Prize Contests, by Frank Waggoner. (Price 5c)

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

MANPOWER PROBLEMS

163-Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

161-Why I Lost That Order. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

MARCH 1, 1948

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhardt. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

MANAGEMENT

151—Where Will Profits Come From? by A. J. Gallager. (Three articles.) (Price 50c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

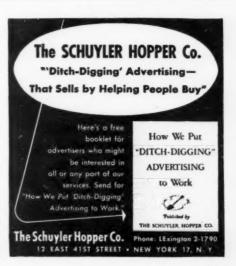
REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)





ARE YOU PROTECTING YOUR SALES PERSONNEL SELECTION AND TRAINING DOLLAR?

As a sales executive you are undoubtedly using many modern tools of your profession. But have you given full consideration to the possibility of reducing your personnel selection and training cost by separating it from the element of chance?

Just as sales analysis is an important factor in your production and distribution planning, psychological analysis should be an important part of your sales planning. It can not only control the costly margin of selection error, but can result in a program for improving salesmen and sales supervisors already on your payroll.

A request to us will bring full information on the use of testing by other sales organizations, and will tell you how to set up a program which you will direct, and which will be tailored to meet your specific sales needs.

SADLER, HAFER & ASSOC.

Personnel Management Counsel.

333 N. Michigan Ave.

Chicago I, Illinois

ANDover 1607

Shop Talk

No Brush-Offs, No Run-Arounds: Monsanto Chemical Co., which has a fistful of public relations citations to its credit, has charmed me again: this time with a "Route Map to an Interview," a booklet put out for media representatives who want to sell the company advertising space or time. It tells whom to see about what, and when. It explains:

(1) Policy (governing interviews with media representatives); (2) Pattern (how and when advertising schedules are made up); (3) People (whom to see). A time-saver for everybody.

Allies at the Hearthside: In the February 1 "Shop Talk" column I set down a note or two about a chat I'd had with a salesman's wife who had commented to me about the utter lack of any of the more human and heart-warming expressions of friendliness toward her and her husband by the company and its sales manager. All the mail this couple receives from the firm is 100% straight business and strictly out of the deep freeze.

Now comes a letter from a sales manager in Texas, a friend of mine of long standing, who, embarrassed for his kind, assures me that most companies and most sales managers do not behave that way. I hope he's right. He says, "Thank God there are but few sales managers such as you described. . . . That fellow is an exception—and you would run into that wife!" He goes on:

"Down this way I know lots of sales managers and I don't believe there is a single one of my acquaintances who wears that title but firmly believes his men are the salt of the earth. Most of them think the wives are mighty important too, and we try to let them know it."

My correspondent, by way of exhibit, enclosed a copy of his Thanksgiving letter to the sales force. I wish I had the space to quote it. It was made up of a lot of paragraphs, many of which began, "I am thankful to", in which specific men and their wives were commended for something they had done, in act or attitude, which made the firm proud to call them part of its business family. Even one salesman's mother, who lives with her son and his family, was included in a salute.

Read these excerpts from just one of the letters of reply from the salesman's wife:

"I simply couldn't resist replying to . . . your last week's bulletin about the salesmen and their wives. I think it is high time for the wives, or one at least, to tell you and the — Company what you have meant and do mean to us.

"Speaking of being thankful, I sometimes pinch myself to see if all the good things of life have really happened to us. And then I know the Good Lord had His hand on us the day Leonard became a part of this wonderful organization. Not only has he prospered, but he has been happy in his work. He is always proud to display his samples to a customer, or prospective customer, because he feels it a privilege to show what he considers tops in his line of merchandise. We all know that unless a salesman is sold on his line, he can't have much success selling it.

"Again I say thanks for the lovely things you said. I will strive harder to live up to them."

That letter just doesn't seem to call for any further comment, does it?

By the way, this same sales manager turned over one salesman's territory to the man's wife when the salesman was drafted for duty during the war. The company did everything possible to help her "hold the line." She did it. Today the salesman is back. He led the sales force last year, made \$18,000. Think anyone could take that man away from the company? I don't.

Fun for the Delegates: "Dear Joe: You'll take over the chairmanship of the Entertainment Committee for the convention, won't you?... We're having the meeting at the Ritz-Plaza, and we'll have a registration of around 1,000." And Dear Joe is behind the 8-ball again.

When the National Wholesale Druggists met in Atlantic City, they had just this kind of a convention problem. Working with the hotel, they found a new (at least to me) way to solve it. If you're a befuddled Joe with convention entertainment responsibility, I suggest that you consult the February issue of *Hotel Management* for the story. The net of the plan was this:

Instead of herding the mob into one big ballroom, they set up "entertainment a la carte"—took over all the restaurants in the hotel, ran four night clubs, each with its own entertainment. Visitors had a choice-Result: plenty of elbowroom, plenty of oxygen, good service, happier delegates, unharried hotel staff, lower costs.

"Sing Something Simple": If you ever eavesdrop on some chitchat among three sales training men, and you hear an Alice-in-Wonderland conversation in which each of the trio is monotonously echoing the words of the other two, they'll be talking about writing sales training material for use at the retail level. The single imperative sentence they'll be repeating is this: "Make it simple." Over and over again, "Make it simple!"

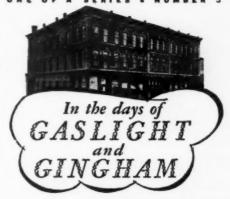
Truly, few manufacturers can ignore the need for training for the men and women behind retail counters, but this training must be spoon-fed. Du Pont's Textile Service Section has the right idea. They sponsor a 12-page booklet, about letter-size, called "Try this quiz on Zelan." (Zelan: Du Pont's durable repellent finish for fabrics). It asks—and answers—13 questions about Zelan. Examples: Must Zelan be re-applied after washing or cleaning? Does Zelan resist stains?

That's all. Except that on the last page, summarized in six points employing only 21 words, are the salient facts Du Pont wants the retail salesperson to retain for use with customers. Just about the right quantity of selling information . . . presented in the right way in big type and "I-see-the-cat" language. If this kind of lesson doesn't register, nothing will, and the Du Pont Textile Department might as well go fishing.

The Corporate Soul: SM's Readers' Service Bureau had a call a fortnight ago for articles dealing with "freak" promotions—like General Mills' performing chickens. (See SM November 20, 1947.) It came from a big corporation, via the advertising agency. Curious, I inquired the reason for the request.

Some of the brass in this company got to wondering if freak promotions really pay raised the question, "But are they dignified?" Should they even consider such promotion stunts? The agency's answer: "Today 100% of your advertising and promotion money is going into serious selling effort, as majestic and all-fired stately as a Beacon Street dowager. We think you ought to be spending about 10% of that money on more informal types of promotion. The object: To make the company seem human."

A. R. HAHN Managing Editor



... top department stores like Carson, Pirie & Co. were reading publications that are today members of the Haire merchandising group.

NEON and NULON



... Carson, Pirie, Scott & Co. continue to subscribe to all of the Haire Merchandising Publications, with group subscriptions for



MORE EFFECTIVE BECAUSE THEY'RE MORE SELL-ECTIVE



SPECIALIZED MERCHANDISING PUBLICATIONS

1170 BROADWAY, NEW YORK 1, N. Y.

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How Sterling Picked the Cities For 18 New District Offices

BY JAMES H. COLLINS

When these motor-makers embarked on a sales expansion plan, they first pooled all research data to spot their richest potential markets. Then the new district offices were spotted to achieve maximum economical coverage.

If you are a manufacturer of an industrial product, selling regionally, but want to go national, what are the marketing steps to take to get you off to a sound start?

This was the problem which faced the management of Sterling Electric Motors, Inc., Los Angeles, manufacturer of electric motors and power

Before the company went national it took a year to study the market. Its information, gathered by an outside

research concern, came entirely from easily accessible sources.

Sterling's goal was to open as many new district offices as would be required to provide the company with complete coverage of the Nation's motor-using industries.

The general idea was to send a Sterling engineer-salesman into each new territory as district manager. He would explore his territory, locate motor users, appoint distributors, who in turn would appoint dealers.

But first Sterling had to ask some basic questions:

"Where are motor users?"

"What cities are logical bases for sales offices?"

In other words, "where is the market?'

Sterling's researchers took the first logical step. They made a listing of the cities in which their competitors had offices. Sterling followed the logical assumption that where the other fellow had been doing business, there must be additional business.

Sterling also assumed that areas where competitors were operating must have greater potentials than cities where they were not. So in addition to weighting its own home territory around Los Angeles, Sterling upped sales quotas for centers near competitors factories.



Post's Ad Chief McLaughlin and assistant Benedict

POST CEREAL EXECUTIVES PLEASED WITH TOPFLIGHT

Self-adhesive cellophane delights sales and ad men

Point of sale display strips printed in two-colors by Topflight Tape Company are being used by the Post's Cereals division of General Foods. Each imprint is 27 inches long and consists of three different advertising messages which can be used singly or as one piece according to the available space.

Happy are they

General Foods executives who initiated this display are well pleased with the sparkling, colorful appearance of these strips, and the simple method of application.

These men are John B. McLaughlin, assistant advertising manager, Post's Grape Nuts and Grape Nut Flakes; Lynwood F. Brown, assistant sales manager, Post's Cereals chief; and George H. Benedict, assistant to Mr. McLaughlin, All are enthusiastic boosters of Topflight.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, Pres.

YORK

PENNA

SALES MANAGEMENT

In Boston,

450,000 People

Read This TRANSITAD



40% of all adults in the Boston Metropolitan Area Saw This Transitad. It was displayed in half the transit vehicles for 30 days!



390,000 Read This Transitad!

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On Display in half the transit vehicles in Metropolitan Boston for Only One Month, 35% of all adults saw this Transitad and remembered it!



340,000 Read This Transitad!

On display in half the transit vehicles in Metropolitan Boston for Only One Month, 31% of all adults saw this Transitad and remembered it!



330,000 Read This Transitad!

On display in half the transit vehicles in Metropolitan Boston for only one month, 30% of all adults saw this Transitad and remembered it! Transitads deliver 84% coverage in the Metropolitan Boston Market.

The study established this important fact: Of the adult population (15 years and older) in the area, 84% or 930,000, ride local transit. Of all the women, 86% ride. Of all the men, 81% ride.

In addition to coverage, Transitads deliver plenty of repetition. According to the study, 44% of Metropolitan Boston's basic population ride transit 43 or more times each month; 18% ride 17 to 35 times per month; 22% ride nine or less times per month. All income groups ride: 78% of the upper quarter, 83% of the second quarter, 88% of the third quarter, 86% of the lower quarter.

In the BIG Metropolitan Boston market, a patch-work quilt of inter-locking towns, cities and communities, Transitads deliver the coverage, the repetition, the impact that makes sales.

Summaries of the survey are available. Write us today.

HERE'S THE PROOF . . . The Continuing Study of Transportation Advertising, Study No. 11, Metropolitan Boston, Conducted By The Advertising Research Foundation.

The impartial, unbiased approach in this, and in previous studies, scientifically analyzes the powerful impact of Transitadvertising the truly local mass medium.



NATIONAL TRANSITADS

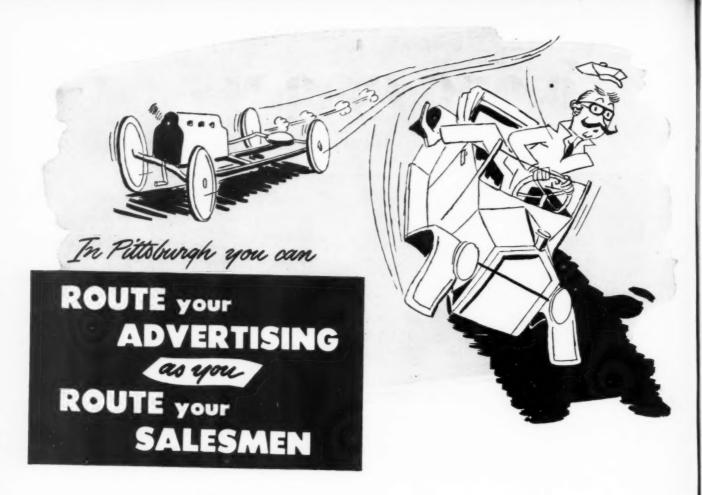
CHICAGO II, ILLINOIS, 400 N. Michigan

NEW YORK 17, N.Y., 366 Madison Ave.

Other Offices Near You To Serve You

Akron • Atlanta • Birmingham • Boston • Buffalo • Cincinnati Dallas • Des Moines • Louisville • Memphis • Philadelphia • Pittsburgh • Richmond Rochester • San Antonio • Springfield • Syracuse • Washington, D. C. • Youngstown

MARCH 1, 1948



They belong together LIKE A BODY AND CHASSIS

The body's no good without the motor. And salesmen that function without advertising support can't be expected to really produce. That's why it's important to route your advertising as you route your salesmen both INSIDE and OUTSIDE Pittsburgh. It's easy to do in the Post-Gazette, the only Pittsburgh newspaper that can work with your salesmen in selling the million central city people—then travel beyond in a 50-mile radius, to sell the two million more who live in and around the neighboring 144 cities and towns of 1,000 to 70,000 population.



BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

Researchers delved into familiar sources of industrial information. They consulted U. S. Census figures and other pertinent Government statistics. They called upon statistical facilities of McGraw-Hill Publishing Co. and Hearst Magazines, Inc., and drew upon many other media sources. There was nothing hard to get, no espionage.

Sterling wound up with a single large market data book for each district office; an office management manual; a sales manual, complete statistical lists (dollar value) of the 20 motor-using industries in each district, classified according to Census methods; detailed maps showing trading territories (this took sleuthing); and a business paper advertising campaign planned to reach each kind of executive, from the "Old Man" to the P.A., who would have any kind of say-so in the purchase of electric power drives. All this work was done by the Heintz & Co.,

Basic figures were those of the 1939 Census of Manufactures, but weighted to allow for war growths and shifts in industry. In settling many fine points, the researchers leaned heavily upon the McGraw-Hill and Hearst statistical facilities, finding these services in possession of late information.

advertising agency, Los Angeles.

Those industries were studied by Census groupings, in which 20 types of production—food processing, textiles, chemical manufacturing and the like—are broken down into subgroups, with dollar value of motor purchases. Food is typical. It probably is the largest motor-using group, with a couple of dozen sub-groups, from baking powder and yeast, to vinegar and wines.

For each industry and group, in each of the new district territories, Sterling sales quotas were set for the coming year. But they were conservative quotas. They were more in the nature of suggested quotas, rather than goals.

Quotas were based on the total national motor sales of all manufacturers, and Sterling's own share of that total in terms of dollar value of customers' production. These ratios were applied to the district territories. When quotas were checked against actual Sterling sales from existing branches, they agreed closely enough to indicate that the ratio was sound.

Each district was then mapped by trading areas. This required a great deal of patient work, because where the food or textile manufacturers in a given factory town go shopping for equipment is governed by innumerable factors.

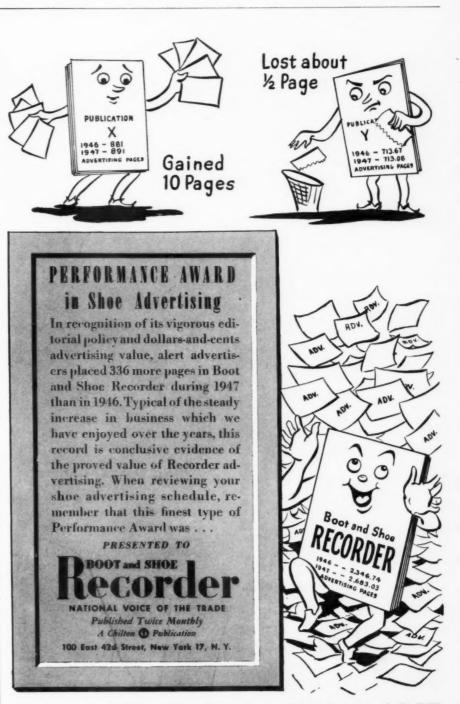
In distance on the map, the Smithboro canning plant would seem to be handiest to Giventown, nearest place where equipment dealers are located. But a river, a range of mountains, a transportation route, may have made the real center at Offville, twice the distance.

Upon this information, each district manager will build his distribution, guided by the actual motor purchases in each trading area. While the figures have been reduced to quotas, care has been taken to show that quotas are only averages, any-

way, and that the figures given are practical minimums, with the true potentials generally higher. These quotas were elaborately cross-indexed.

The district manager will call on many motor-users, assign salesmen to call upon others, select and appoint equipment distributors in many trading areas, and assist distributors in appointing equipment dealers in their territory.

Sterling is now locating district offices in 18 additional cities, which, together with the five existing offices will give Sterling coverage in 23



Gained 336.29 Pages during 1947

major industrial areas. They are: Atlanta, Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Houston, Indianapolis, Kansas City, Memphis, Milwaukee, Minneapolis-St. Paul, New Orleans, Pittsburgh, New York City, Philadelphia, St. Louis, Salt Lake City, San Francisco, and Seattle.

To implement this research, there is a district office marketing book for each of the 23 cities, "The Sterling Story of Profitable Sales Volume," for the district manager's information, and also to be shown to

prospective distributors.

The district market is thoroughly laid bare in terms of motor-using industries; the Sterling line, reputation, modern factory and engineering achievements are set forth; then the merchandising campaign for Sterling equipment is thoroughly explained, with specimens of advertisements in technical journals, folders, mailing pieces; enamel signs for offices and trucks, decalcomanias, banners and other identification materials are shown, with a miniature working Sterling motor to be carried on sales tours.



SULLIVAN BUSINESS PUBLICATIONS

80 Wall Street . New York 5, N.Y. . Phone HAngver 2-4341



All told, this big book shows the district people what they have to work with, and most quickly lays the possibilities before prospective distributors.

The sales manual, still in preparation, will expound the basic material to guide the man who carries the brief case—and model motor.

The district office management

guide, also in preparation, will thoroughly cover points like the development of prospects, obtaining distributors, technical service to customers in ordering and maintenance, the layout of the district office, its advertising, furniture equipment, records, inventories, displays at fairs, warehouse facilities—it's a complete reference book.

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How to Meet 13 Kinds Of Sales Objections

They're standard points of sales resistance: "Your price is too high . . ." To help its salesmen reply readily and concisely, Old Town Ribbon marshalls the answers in a 28-page booklet. They're usable in good as well as bad times.

How can you help your salesmen answer objections?

The Old Town Ribbon & Carbon Co., Inc., Brooklyn, N. Y., has found

a way.

It's by providing its salesmen with a 28-page booklet "The Old Town Sales Counsellor" which contains an analysis of 13 kinds of sales objections. Some of the objections and Old Town's suggestions to salesmen to meet them are:

Your Price Is Too High. "We could not have stayed in business for over three decades," Old Town points out, "had our prices not been

consistently right."

We Are Satisfied. "Before the prospect has a chance to declare that he is satisfied, the clever salesman must attract attention by presenting something new or different which automatically will make the buyer dissatisfied," Old Town reminds salesmen.

Reciprocity. The first step is to "make sure that there really is reciprocity... start part of the business your way by creating a demand with the actual users who know quality... find your opening by knowing how to use everything in your line."

Friendship. "The so-called friends that keep you from the accounts you should be getting, are not necessarily intimate friends, but the friendship may be merely a condition brought about through constant calling."

Covered By Contract. "Actually there are comparatively few companies who buy office writing and copying materials on formal contract...
try in a deferential and polite way
to discover the exact nature of the
contract."

We Are Stocked. "Curiosity will often develop some important busi-

ness for you."

Business Is Bad. "Inevitably it will appear again as business is rapidly becoming more competitive."

Competitor's Improved Quality. "Either it is due to the natural resourcefulness of a leader in the field, or it is due to an endeavor to keep up with the leader."

Price vs. Quality. "Ribbons and carbon papers are the least expensive items that enter into letter writing and yet are the most important, and no buyer can afford to have himself or his company held up to criticism on account of poor looking letters."

Home-Office Buying. "Practically all branch offices have the privilege of buying supplies up to a certain amount from their petty cash funds even if they are not permitted to authorize billings for home-office payment."

Hand-to-Mouth Buying. The buyer "is apt to give small orders to anyone who may come along and thus use different kinds of materials and no one is responsible to him for any

definite results.'

Have to Divide Business. "If you cannot show him why he should give all of his business to you, make him want to give you as much as he can."

Competitor's Discounts. "Always compare net prices, rather than list prices."

Industrial Package Licks Re-Order Problem

BY J. E. SORRELL

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Advertising Manager, The Lamson & Sessions Co.

Lamson & Sessions' Aircraft Treasure Chest relieves wholesalers and dealers of much of the unprofitable detail in nuts and bolts merchandising by providing a simple means for their automatic buying, stock control, pricing and selling.

Is it possible to inject merchandising into selling such staple commodities as bolts, nuts, and screws?

These products, by their very nature as industrial bread and butter items, do not lend themselves to the glamourized approach of consumer selling, nor can any measurable consumer demand be generated for a particular brand.

At best, good merchandising of bolts and nuts at the consumer level is almost entirely confined to completeness of stock, visibility and accessibility, and legible net pricing. This assumes, of course, that quality is competitive.

Stock Control

What, then, can a manufacturer of bolts and nuts do to get an extra "plus" into its sales effort? Starting with this idea in mind, The Lamson & Sessions Co., Cleveland, has worked up a merchandising program that helps to relieve both distributors and dealers of much of the unprofitable details of bolt and nut selling

Heart of the merchandising plan is the "Lamson Aircraft Treasure Chest," a display-type cabinet containing an extensive assortment of aircraft fasteners. By means of this Treasure Chest, Lamson & Sessions, its distributors and dealers who are usually located at airports now have a streamlined plan of buying, stock control, pricing and selling.

The Treasure Chest itself is a steel cabinet with nine compartmented drawers and holding 124 sizes and types of fasteners. These 124 items are made up of the fastestmoving sizes and types and collectively represent a well-rounded stock at a minimum investment. The cabinet is carefully designed with adjustable dividers in each drawer and large, husky handles on the drawer-front. Heavy cardboard "labels" on

the drawers show their exact contents and the location of each item in the drawer. Also shown are net prices at which each item sells to the consumer. The entire cabinet is surmounted by a metal riser on which are depicted two conventional light planes of the general type usually accounting for most of the replacement volume in small fasteners. Cabinet and riser are a brilliant orange in color with black and white imprint and labels. The two light planes depicted on the riser suggest the types of personal and business planes which account for most repair work and parts replacement at all fields, including the little one-hangar fields surrounding metropolitan centers, and in isolated farm and ranching areas. Fasteners in the Treasure Chest are particularly applicable to small plane repairs, but in many cases they can be used on even the largest aircraft, although, of course, in a smaller number of applications.

Easy to Reorder

The 124 cartons inside the Chest carry an all-over imprint of the Lamson Aircraft Emblem, in positive and reverse, on an orange stock. On the packages, two of the three top-opening flaps are perforated to be easily torn off completely-the third is perforated to tear off leaving a short tab on which appears the stock number and size of the item contained in the carton. Then, when flaps have been removed, at perforation, the carton is placed in the cabinet drawer with identification on the exposed tab and each carton forms its own compartment in the drawer. Cartons are made in two sizes to handle all sizes of products.

To make it easier and faster to order stock, each carton contains one dollar's worth of material, dealer's cost. Quantities vary, of course, with THE CHEMICAL MARKET AUTHORITY
SINCE 1871



OPD

READERSHIP ROSE FROM TIMELINESS. HERE'S WHAT KEEPS THE SCALES BAL-ANCED—

NEWS FORMS CLOSE

4 PM FRIDAY

- PAPER DELIVERED

MONDAY AM

OVER 11,000 COPIES

To People who BUY Chemicals and related materials

No Chemical business is fully exposed to buyers on Purchasing Boulevard when its ad misses an issue of OPD.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.





Oil, Paint and Drug Reporter

Schnell Publishing Co., Inc. 59 John Street, New York 7

H. G. Seed, 17717 Lomend Blvd., Long. 0544

Los Angeles 14
The Rebt. W. Walker Co., 684 S. Lafayette
Park Pl.,
Drexel 4388

The Robt. W. Walker Co., 68 Post St., SUtter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.

prevailing market prices, but these packing adjustments are made from time to time by the manufacturer with no necessity for price changes to distributor or dealer.

In making out an order for "refills," the dealer has only to checkmark a form furnished him through his distributor. This form bears the distributor's name and lists all the items contained in the Chest. He simply checks the items on which his stock appears low, signs and dates the form. This order form is made up in original-carbon-duplicate "sand-wich" form. The dealer mails the original, keeps the yellow duplicate copy for his own files, thus accomplishing in a few minutes a bit of inventory and ordering which formerly consumed an hour or more of his time. Also, he has no list prices to look up, no discounts to figure. If the total order comes to 25 packages of replacement stock, he know he has spent \$25.

At the distributor level, the operation is repeated, using the same order form. The distributor simply recaps his dealers' orders on a new form and mails the resulting order to The Lamson & Sessions Co.

Contrast this well-rounded merchandising program with former me thods of buying and selling aircraft fasteners. Orders were placed by the distributor, for bulk quantities, us ally. List prices had to be determined, discounts applied, figures extended. When dealer orders came in the distributor had to "custom build" each order with considerable wast of time, then hand-pack each order, Invoicing repeated the list-and-discount procedure, with more exten sions and more time wasted. The dealer went through the same oper ations in ordering, receiving, stock

ing and selling.

Complete Packaged Programs

Of course, what the manufacturer has done in the case of the Aircraft Treasure Chest has been to relieve his distributors and their dealers the many unprofitable details of bolt and nut merchandising. This ha been done in such a thorough way that the manufacturer now offers a complete packaged program. In effect, he sells his distributors and dealers a most valuable commoditytime. The Lamson & Sessions Ca now assumes the responsibility stock selection, pricing, development of standardized printed forms for or dering and stock control, and production of specialized stock cabinets This is done because the company is in the best position to integrate helpful program on its own products

There is little doubt that we can expect to see more and more of this type of merchandising applied to our unromantic, colorless "staple item" which have been so long neglected Those manufacturers, distributors dealers who have recognized the importance of staple lines in recent years have been amply repaid in profits just as real and just as well come as any they could make on fun and kitchen gadgets, lathes and breakfast foods.

To promote its Treasure Chest, Lamson & Sessions provides distrib utors with direct mail pieces to be sent to dealers. The company also provides electrotypes for distributors catalogs. To help distributors at sales meetings, conventions, exhibits, and other shows, Lamson & Sessions makes available the services of a

representative.



LOCALLY known is locally accepted—there's no getting away from this universal tendency, whether you're tapping the purchasing power of the general public or of professional men in the higher income brackets.

Besides, your sales messages in the State Journals will travel in good company, alongside the accepted advertising of fine medical products AND consumer merchandise for a Class A market.

Through their nationwide hookup, the 34 State Medical Journals (serving 42 states) save you time and costs too...put you into as many state territories as you choose with ONLY 1 CONTRACT, 1 COPY JOB, 1 SET OF ORIGINAL PLATES (per insertion), and 1 MONTHLY STATEMENT.

STATE JOURNAL GROUP 34 JOURNALS COVERING 42

Assn. of HAWAII Med. Journal INDIANA State Med. Assn. Journal of IOWA State Med. Soc. Journal

KANSAS Med. Soc. Journal of

COOPERATIVE MEDICAL ADVERTISING BUREAU

OF THE AMERICAN MEDICAL ASSOCIATION

535 N. Dearborn St.

Chicago 10, III.

KENTUCKY Med, Journal MAINE Med. Assn., Journal ALABAMA, Journal of Med. Assn. of ARIZONA medicine ARKANSAS Med. Society, journal of CONNECTICUT State Med. of the MICHIGAN State Med. Soc., CONNEUTION AND CONTROL OF THE COLUMBIA DISTRICT OF COLUMBIA Med. Annals of FLORIDA Med. Assn., Journal of GEORGIA, Journal of Med. Assn. of

Journal of Minnesota Medicine Minnesota Medicine Missour State Med. Assn., Journal of NEBRASKA State Med. Journal NEW ENGLAND Journal of Med. (Mass., New Hamp.)

NEW JERSEY, Journal of Med.

Sec. of NEW ORLEANS Med, and Surgical Journal NORTH CAROLINA Med. Journal NORTHWEST MEDICINE (Ore-

OHIO State Med. Journal OKLAHOMA State Med. Assn. Journal of PENNSYLVANIA Med. Journal ROCKY MOUNTAIN Med. Jour-nal (Colo., Utah, Wyo., New Mex., Mont.) SOUTH CAROLINA Med. Assn. Journal of

SOUTH DAKOTA Journal of

Med.
TENNESSEE State Med. Assn.,
Journal of
TEXAS STATE Journal of Med. VIRGINIA Med. Monthly
WEST VIRGINIA Med. Journal
WISCONSIN Med. Journal



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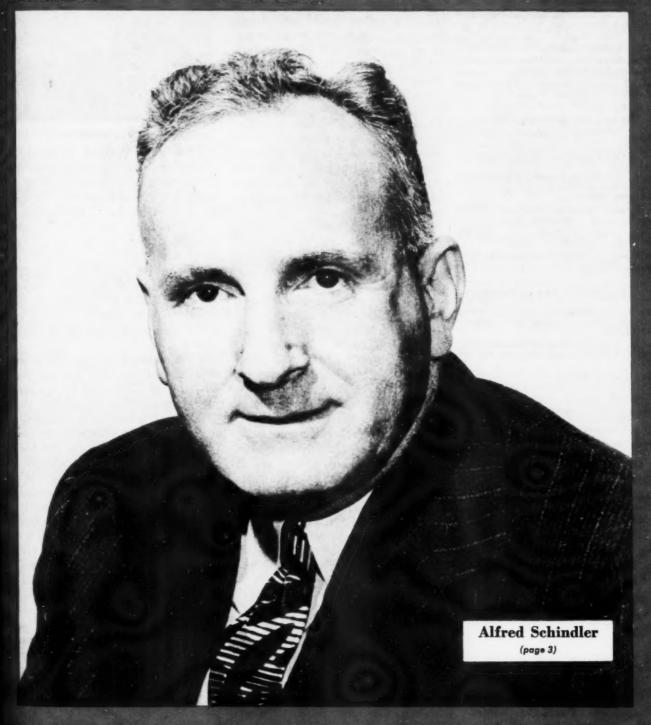
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NFSE



Published Monthly by the National Federation of Sales Executives

NFSE News Published by

The National Federation of Sales Executives

Gothic Suite - Hotel Shelton Lexington Ave. & 48th St., N. Y. 17, N. Y. ROBERT E. HUGHES, Editor

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Philadelphia Plan

Twenty-three members of Philadelphia's Sales Managers' Association have developed a plan for promoting "Selling as a Career" which may well serve as a model for the entire Federation.

The Educational Committee, headed by D. A. Prouty, recognized that any long range program to interest Philadelphia students in a career in selling would need strong support from educators at every level. So they started at the top. Their plan was worked out with Dr. Robert L. Johnson, President of Temple University, a man whose record as an educator is equalled by his achievements in business. Dr. Johnson became so interested in the program that he accepted an invitation to be the featured speaker at a dinner for the heads of all colleges and universities in the Philadelphia

After enlisting the support of the college leaders, the Educational Committee followed a similar plan with high schools and private schools. Student counselors were reached by inviting them to a series of the Club's regular meetings.

When Philadelphia's educators had been thoroughly introduced to the program, the Committee worked up a classroom presentation on "Selling as a Career." They offered a copy of Opportunities in Selling to each counselor and every school. Then on December 30, 1947, the Association sponsored a luncheon devoted to "Selling as a Career" which was attended by more than 300 students. Mayor Samuels of Philadelphia, vice president Wilfred Gillen of the Bell Telephone Company, and Dr. A. J. Stoddard, president of the Board of Education, all spoke on the newly recognized importance of selling.

The program has been enthusiastically received by educators throughout Philadelphia. With each member of the committee responsible for maintaining contacts in specific schools, it gives every indication of being a complete success. This success is due to the intelligent and exhaustive planning which went into each phase. The Federation can well be proud of its Philadelphia Sales Managers' Association.



WILLIAM A. BURDICK

Rochester's William A. Burdick has recently been appointed director of Marketing and Sales, heading a newly organized department of the Rochester Chamber of Commerce.

Bill Burdick has been closely associated with the Federation for more than ten years. In 1937-38 he served as lay secretary of NFSE, and was chairman of the Secretaries' Council in 1938. At present he is co-chairman with "Smoke" Ballew of the Federation's Conference Committee.

While working with the Rochester Sales Executives Club through the Chamber of Commerce, he was one of the group that organized the Club's best selling book, *Essentials of Selling*. Bill Burdick was also one of the prime organizers of the Million Dollar Ideas Sales Conference held in Rochester in April of 1947.

Born in Canada, Mr. Burdick came to the States with his family at an early age. He attended Rochester schools and graduated from the University of Rochester. After taking a degree in Business Administration at Harvard he joined the statistical department of Bausch and Lomb. A year later he became a member of the staff of the Rochester Chamber of Commerce. Prior to his recent appointment he was director of the Chamber's department of Business and Industry.

Gene Flack, president of the Federation, has been named to a committee of five judges for the Continued on page 6

Selling in 1948

IT HOLDS GREAT OPPORTUNITIES FOR THOSE WHO CAN MEET ITS CHALLENGE

Digest of an address given before the Ninth New England Sales Management Conference on January 10, 1948, by Alfred Schindler, vice president of the National Federation of Sales Executives and former Under Secretary of Commerce.

May I suggest, in the limited time available, five guide-posts for those of us in the selling profession or points to constantly keep before us as we help write history's page for 1948. Five very important questions, the answers to which will not only help shape our lives as individuals in the new year but as well the affairs of our nation and world.

Let us discuss briefly first the conditions under which we are likely to have to work in the days immediately ahead. Economically 1948 can and should be a good year. A tremendous backlog of unfilled demand exists on top of a constantly increasing normal demand for goods and services of virtually all kinds. Purchasing power exists to pay for these goods and services.

Two principal danger points need, however, to be kept in mind. One — the danger of "increasing inflation" in prices which could seriously retard progress in 1948. Greatly increasing the supply of goods for which production facilities are adequate if fully and properly used is the most effective brake that can be applied to runaway prices. We must have plans that will provide proper incentives to produce, and not place additional burdens or handicaps in their path. Incentives that apply to capital, management and labor.

The other danger lies in the "Cold War" that is now being waged between Russia and her satellite nations and the rest of the world. Let us not deceive ourselves, but let us grimly face the unfortunate fact that we are virtually at war today. It is a war of conflicting ideologies — of diverse ways of life — of "economics" to attain objectives.

Let us as individuals — as groups — and as a nation in this so-called Cold War continue to do all within our power to give renewed hope, help, and light to free men everywhere, and in the living example of a better way of life bid others to follow. In the midst of possible turmoil — strife — and sudden disturbing confusion, it may be well to remember the little poem:

As you travel on through life, brother,

Whatever be your goal, Keep your eye upon the doughnut

And not upon the hole.

Yes, conditions in '48 will in the main be satisfactory for those who have the vision to see and the courage to act.

Mass Distribution

A second guide-post for those of us in the selling profession to keep constantly before us in the new year is the products we are going to sell. Ours is a mass production economy. We must move a maximum quantity and a maximum variety of goods to a maximum number of people at minimum expense. Without mass distribution and mass consumption — mass production cannot endure.

We are entering the most competitive era American industry has ever faced. There is going to be just so much money in the pockets of just so many people to buy just so many things, both in kind and in quantity. "Products" or the merchandise we sell must, therefore, be better than ever before in quality - in variety - in quantity - in service - and in price. Maximum production and with it - maximum employment can only endure with higher consumption in the lower and middle ranks as well as the high. Be sure your products are right in '48. Right in kind - right in number - right in service - and, above all, right in price.

A third guide-post to keep con-

stantly before us in this great year of Selling Opportunity is the markets in which we are going to sell our products.

Sound business policy and plans are built on facts. They show us who our customers and prospects are, where they are, and what we must do to get and hold their business. Selling "blind" in '48 is going to be too costly a procedure. Facts and figures must constantly be as complete as we can assemble them so decisions need not be made in the dark. Markets must be built — the same as plants and machinery.

Be sure you know your markets in '48. Markets in the final analysis are nothing more than people. Only as we really know our people, can we serve them as they want and need to be served, and through such service grow and prosper ourselves.

A fourth guide-post that can help take us to new high production and sales levels in 1948 is the methods we are going to use to sell our products. The quickest way to go down hill is to accept the methods of yesterday as good enough for today. A thing is obsolete no matter how good it is when something better appears. Today's methods must fit today's selling conditions.

Let us not develop so ardent an affection for the methods and plans we developed to fit yesterday's conditions that we become too reluctant to change quickly enough and thus deny ourselves the new and improved methods needed to stay in the procession of growth and progress

Sales Mean Jobs

Selling in 1948 faces the greatest responsibility it has ever been called upon to face and with it its greatest opportunity. On thoroughly organized and efficiently managed selling will depend future levels of employment, purchasing power, and prosperity. Another depression and the unemployment which would inevitably accompany it must be avoided at all costs. Unemployment is the greatest threat to our free society. We must maintain the high levels of production and employment of which this country is capable through better salesmanship. Sales mean jobs. Decreased sales bring

Continued on page 6



Haven Sales Managers' Club was made by NFSE Executive Director Robert A. Whitney (left) to Club President Eben B. Haskell (center). Before formally presenting the charter Mr. Whitney outlined the program now being carried out by the Federation. Shown on the right is Mr. H. A. Speckman of McCandlish Lithograph, who spoke on "Selling the Salesman." The New Haven Club, formed in 1944, now has almost 90 members. Prior to its NFSE affiliation the club's activities closely paralleled the Federation program. At present it is sponsoring an educational program in cooperation with the YMCA Junior College.

CHARTER PRESENTATION to the New

RETIRING PRESIDENT Victor A. Noel (right) of the Rochester Sales Executives Club turns over the gavel, symbol of office, to Howard A. Schumacher, new President of the club. Mr. Schumacher's new administration got off to a flying start when Herb Metz of Graybar Electric presented "A Potpourri of Sales Ideas" in which he emphasized the importance of training and teamwork to a sales force. Mr. Metz is well known to NFSE members for his role as editor of the best selling "Opportunities in Selling." During the meeting it was announced that copies of the book are being given in quantities to all school libraries in the Rochester district.



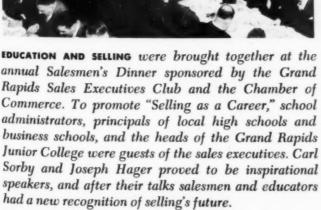


A NEW TWIST on who instructs whom was enjoyed by Los Angeles sales executives when they heard six young men majoring in business management at Redlands University. Speaking on the subject "What Salesmen Expect from Sales Management," the students all agreed they wanted sales training, adequate compensation, leadership from the sales manager, and security and employment benefits. Shown seated are students George Ringgins, Leslie Monsen, George Stewart, and Harvey Patterson. Standing are Bob Fitch, student; Dr. Bernard Hyink of the Redlands Department of Social Science; and Professor R. E. "Mack" Reynolds.

THE UBIQUITOUS Flying Horsemen, minus horses, about to depart for another of their road trips. Shown from left to right are Les Falk, Al Herr, and Jim Dornoff, widely known for their program "Making a Sales Presentation Stay Presented." These members of the Milwaukee Sales Managers' Association recently made their eighteenth presentation at the annual All Industry meeting sponsored by The Electric Company of Milwaukee. First seen as a quartet (Dick Koehn has since been transferred to Dallas) in April of 1946, the Horsemen have been in steady demand with sales executives who recognized the imminent disappearance of the seller's market.









CARL SORBY, President of the Rock River Sales Executives Club, was the choice, because of his vast experience and national reputation, of the Grand Rapids Club as its guest speaker at the Salesmen's Dinner. Using showmanship based on salesmanship, Mr. Sorby thrilled the audience of almost 400 with his dramatic talk, "Selling Unlimited," in which he pointed out today's need for improved selling. A sales executive who came up through the ranks, he is now vice president of the George D. Roper Corporation.

Louisville — Members of the Louisville Sales Executives Council always seem to be having a good time. The inauguration of Reed Blackwell as president was just part of the order of business at their annual Valentine Party and Dinner-Dance. Designed primarily for the ladies, each member was ordered to bring his wife or "true girl friend." There were favors and flowers, and it is the fond hope of the administration that as a result many of this year's girl friends will be next year's wives.

Austin — The newly formed Sales Executives Club of Austin was welcomed into the Federation on February 5. Presentation of the charter was made by Regional Director Dwight W. Thomas.

Atlanta — A refresher course for salesmen was held on February 19-20 under the sponsorship of the Atlanta Sales Executives Club. Called the "South-eastern Sales Management Conference," the seminar was divided into three sessions covering: The Sales Manager, The Sales Manager and His Men, and Working Together to Sell.

England — The fourteenth annual conference of our sister organization, the Incorporated Sales Managers' Association of Great Britain, will be held May 21-24 in Bournemouth.

Cincinnati — An original method of illustrating the fundamentals of selling was recently presented by the Cincinnati Sales Executive Council. A series of six skits were given under the direction of Bob Steltenkamp. The skits covered such basic points as approach, samples, knowing your product, and making a presentation. The last of the six gave a picture of "The Millennium," in which the salesman was given a blank check by Mr. Buyeverything in Selling Heaven.

Members of the Federation join the citizens of Birmingham and the Birmingham Sales Executives Club in mourning the untimely death of John W. Black. Mr. Black died in an automobile crash on February 1.

eighth annual competition for awards sponsored by the Advertising Federation of America.



EVERETT F. MERRILL

New testimony on that old question "how distinguished can a man get" should soon be forthcoming from Worcester's Ev Merrill. His latest honors include election as president of the Worcester Chamber of Commerce, appointment as general chairman of the 1948 Worcester county campaign for the National Foundation for Infantile Paralysis, and election as director of the Guaranty Bank & Trust Co.

Mr. Merrill has also been active as chairman of the Worcester Citizens Recreation Committee, working to coordinate the city's park and playground system and develop a year-round recreation program for Worcester residents.

Within the Federation Mr. Merrill is well known as founder and past president of the Worcester Sales Executives Club, and as vice chairman of the NFSE Extension Committee.

It seems hard to believe that along with all his extra-curricular activities Ev Merrill could also find time for business, but his success along those lines more than matches his civic activities. Following his discharge from the Navy after World War I, Mr. Merrill joined the Lackawanna Steel Company. In 1922 he formed his own steel wholesaling company in Worcester. Since then it has grown to one of the largest in the country. The firm is now known as Merrill & Usher.

reduced production, layoffs, and increased unemployment. Increased sales spell increased jobs, factories working, profits, and prosperity. Sales must out-produce production. From here on we shall need more and better salesmen than ever before. Salesmen more scientifically selected, better trained for the specific job that is theirs to do, and better supervised by leaders who know the way, who stay ahead, and who can get others to follow them. Leaders who recognize that their only right to occupy a position of leadership over others is to bring out in them the fullest expression of their God-given talents and help them ever rise to new levels of growth and progress.

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Our fifth and final guide-post that will help chart our course in this history-making year of 1948 is in the final analysis the most important one of all, for we alone determine the extent to which we shall follow it. It is one that deals with our own actions, as individuals, as men, as employers or employees, as citizens

of our great land.

We Need Vision

We stand today at the threshold of great things — if we have the vision and the faith to accept our Godgiven opportunities. There is a power in every man that is equal to his every duty and every need. There is spirit within each individual that is greater than the circumstances and conditions which surround him. Most of us were not created great, but with the capacity to become so.

Failure never comes without our own consent. Let us be encouraged by what has been done - not depressed by what yet remains to be done. The difficulties and struggles of today are but the price we must pay for the accomplishments and victories of tomorrow. The demands of tomorrow will prove as exacting as those of today. That which we now do well must be done better tomorrow. We have learned that peace no less than war requires blood and sweat and tears. Tomorrow does indeed present new opportunities and new challenges and their frontiers do not lie East or West or North or South, but within ourselves.

Drawing Accounts

The Tax Court has decided that drawing accounts are loans to the salesman, which cannot be deducted by the company and need not be included in taxable income of the salesman. How far the Revenue Bureau will go in retroactive enforcement is not yet clear.

Price Publicity

FTC intends to wage a publicity war on high prices. It asked Congress for money, which it will probably get, to investigate "administered prices", i.e., prices in highly concentrated fields where competition doesn't involve price. It will publish figures on costs, mark-ups and profits, comparing them to those of other industries. Its theory is that publication will stiffen sales resistance and scare the manufacturers. It will pick industries whose prices obviously have gone up fast or whose published earnings are outstanding, then question the leading concerns.

Commission's emphasis no longer is on persuading industries to adopt sales codes. This idea, highly promoted a year ago, will be exploited at about the present pace, while more energy is put into individual prosecutions. President Truman's 1947 notion that FTC deal with business persuasively and that Justice go to court, has been dropped.

Wage-Hour Rules

Labor Department, which plans to change its system of exemptions from the overtime rules of the wage-hour law, won't move until Congress decides whether to recast the statute. The present exemption for salesmen is not likely to be changed much; nobody proposed changes of importance either from the employers' or employees' side. A proposal, apparently received favorably, was made to give promotion men, i.e., those helping retailers with window displays, etc., but not booking orders, the same exemption as the sales force. Differences in treatment between sellers of goods and of intangibles will probably be ironed out.

FTC Proposals

Commission's recommendations for legislation, contained in its annual report, include the usual:

1. H. R. 3736, which stops corporate mergers through transfers of assets.

2. Clayton Act injunctions to be final, unless appealed in Court.

Revenue Forecasts

In estimating revenues for the fiscal year 1948-1949, Treasury makes these forecasts: Gains for liquor, cigarettes, playing cards, autos, refrigerators; practically no change for gasoline (compiled before the scare), electric bulbs, business machines, photographic apparatus, sporting goods, firearms, cosmetics; losses for auto accessories, radios and phonographs, furs.

Effects of Franc

Washington financial experts view the franc devaluation as affecting U.S. markets thus:

- 1. Because French operators will be able to get more francs for their exports than before, they will offer the British and other nations stiffer competition in the American market.
- 2. Although the peculiar method of devaluating made British sterling cheaper to buy in Paris than in New York, importers won't be able to take advantage of that in buying British goods. Neither the French nor the British Government will allow it.

Instalment Curbs

Whatever the real reasons for Truman's putting Reserve Board Chairman Eccles in second place, Reserve Board policy, with respect to trying for instalment curbs and to tightening up credit, won't change. Even if the new chairman feels differently about things, he will be outnumbered by Eccles' friends on the Board.

Army Buying

Companies selling to the armed services evidently need not fear or hope for a return to the pre-war system of doing everything by sealed bid. Legislation passed by both Houses retains the wartime system of negotiating Army and Navy business, with fewer wrinkles.

- 1. In making purchasing contracts, armed services will be allowed to audit the accounts of subcontractors to see that their bills are not padded.
- 2. When Army does put out bids and finds evidence of collusion among the bidders, it may quietly shop around for the best deal. Evidence of anti-trust violations must be turned over to Justice.



TWO SALES MANAGEMENT AWARDS will be made this year at the National Federation's annual convention.

The first, which has been presented each year since 1938, will go to the affiliated club which, in the opinion of the judges, has done the most outstanding job for the advancement of salesmen during the calendar year 1947. This award is in the form of a large silver cup, of which the winning club retains permanent possession. The above picture shows the 1946 presentation when Gene Flack (left), retiring president of the New York Sales Executives Club, received the cup on behalf of his club from "Smoke" Ballew, past president of NFSE. Last year the award went to the Advertising and Sales Club of Toronto, with honorable mention to the San Francisco Sales Managers' Association, the Rochester Sales Executives Club, and the Los Angeles Sales Executives Club.

Since the founding of this award, a steadily increasing number of clubs have participated in the competition, for constantly improved programs are being undertaken to help salesmen.

The second award, given this year for the first time, will be presented to the club which has done most for the advancement ("post-graduate education") of sales executives during the operating year from May 1, 1947 to April 30, 1948.

The final physical form of the second award is still being discussed by NFSE officers and executives of Sales Management. It may be in silver or bronze, symbolic of a world championship and similar to the pennant hoisted for one year on the flagstaff of the baseball club winning the championship each year.

But obviously the clubs affiliated with NFSE do not have ball parks, and the quarters in which their meetings are held are usually secured only for meetings. It is, therefore, necessary to devise an award which has all the color of a world championship pennant, but which at the same time is portable, dignified, and visible to members and guests when they attend functions of the winning club.

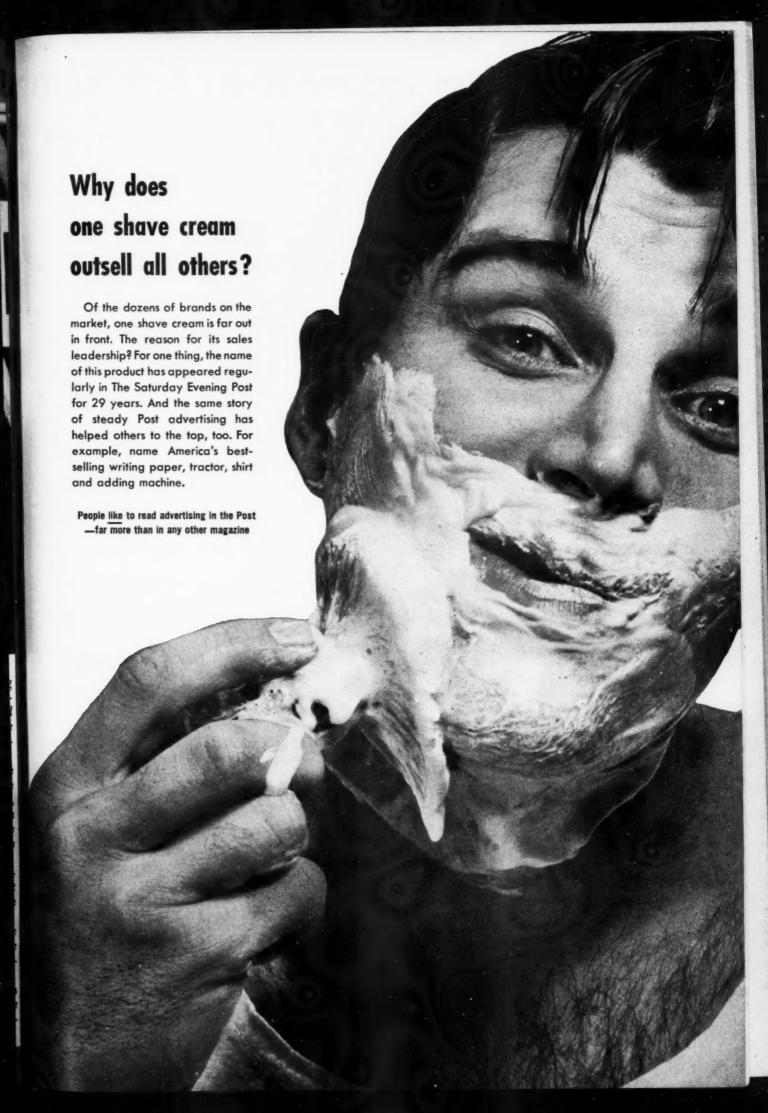
In making their decision, the judges will give careful consideration to the quality of the effort expended, so that small clubs have the same chance of winning as do the larger clubs

No restriction has been placed upon the nature of the program eligible for the competition. The award may be won by reason of a single event or project, or by a continuous program.

Full details of these awards will be sent shortly to each affiliated club. The winners will be announced during the annual convention, scheduled for New York's Waldorf-Astoria, June 16-18.







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COSMETICS WINNER: Yes Tissues (300's) is top award winner in the Cosmetics & Toilet Goods Division, Packaging Contest.



TOP NOVELTIES AWARD: Sno-Caps Nonpareils are packaged in a set-up box with an over-all wrap of transparent sheeting.



BLUE RIBBON FOR NOTIONS: Wright's Rufflings took top award in Notions. Box is printed carton. Top is transparent.

Winners in "5 & 10 Packaging Contest

Nineteen "5 & 10" cent store articles ranging from lollipops and balloons to knitting needles and mop heads have just won awards in the 5c-\$1 Packaging Contest.

Sponsored annually since 1934 by Syndicate Store Merchandiser, the 5c-\$1 Packaging Contest is limited to popular price merchandise sold in the Nation's 20,000 "five-and-tens."

Entrants in the annual contest must meet the requirements of variety stores. Each package must have maximum sales appeal combined with a minimum of package bulk. At the same time, packages must be sturdy enough to withstand constant handling by shoppers. Last, but not least, these packages must be inexpensive to produce.

For the 1948 contest, these store officials were judges: R. L. Waterman, vice-president in charge of merchandising for the 486-store W. T. Grant Co.; M. H. Goldman, vice-president and merchandise manager for the 114 stores of Neisner Bros. Inc.; and Egmont Arens, packaging design consultant.

Both award winning packages and all entries in the 5c-\$1 Packaging Contest were displayed at the 1948 Variety Merchandising Clinic, February 26, New York City.

TOPS IN TOYS: Adapting "album" idea to balloons, Oak Rubber took first prize in Stationery, Games & Toys.



SALES MANAGEMENT MAR

MEN WHO KNOW THE NEW YORK MARKET BEST Prefer GROCER-GRAPHIC



NEIL S. SMITH

Eastern Division Manager

Standard Milling Company, Chicago, Illinois

"Over 15 years as Sales Manager in the New York Metropolitan area has given me a keen insight into sales problems facing the distributor of grocery products in this, 'the World's Greatest Market.'

"Because of GROCER-GRAPHIC's wide acceptance with both the wholesale and retail trade, we know of no vehicle that would be more effective in telling these important people what we are doing and plan to do.

"Our entire sales and merchandising organization join with me in their enthusiastic endorsement of GROCER-GRAPHIC."

LEE SCHWARTZ, Proprietor Grand Royal Market 1289 Lexington Ave., New York, N. Y.

"In these hectic times, with few people knowing what is around the corner in the business world, it gives me considerable help in analyzing conditions and trends when I read GROCER-GRAPHIC and secure from it the meat of what is happening in our industry.

"I have followed with interest the growth of GROCER-GRAPHIC during recent years and I can sincerely recommend the use of this periodical to all merchants."



GROCER-GRAPHIC's leadership can never be duplicated in New York's $2\frac{1}{2}$ billion dollar grocery market by any national grocery trade publication, whether newspaper or magazine.



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GROCER-GRAPHIC



The Newspaper of the



New York Food Market

386 Fourth Ave., New York 16, N. Y.

MID WEST
333 N. Michigan Ave., Chicago 1, III.

PACIFIC COAST

Monadnock Bldg., San Francisco 5, Cal.

Big things

RIGHT

makes the Dispatch a great newspaper!



Z00!

At Christmas, in 1925, The Dispatch welcomed Santa Claus, two Eskimos and six reindeer to Columbus. The reindeer stayed — became the nucleus of the Columbus Zoo. Then, to spark its growth, The Dispatch sponsored The Columbus Zoological Society. The spark glowed — was fanned by individuals and groups. Today, it blazes. Attendance is pushing the half million mark!

Columbus Zoo is another of those Big Things, Done Right, for which central Ohioans consider the Dispatch a great newspaper. In Greater Columbus, alone, 99,251 of 99,867 families read the Dispatch! What better medium for reaching the rich, 12-county, central Ohio market?



National Representatives:
O'MARA & ORMSBEE, INC.

New York, Chicago, Detroit, Los Angeles, San Francisco



Your Own Factory Folks: Forgotten Prospects?

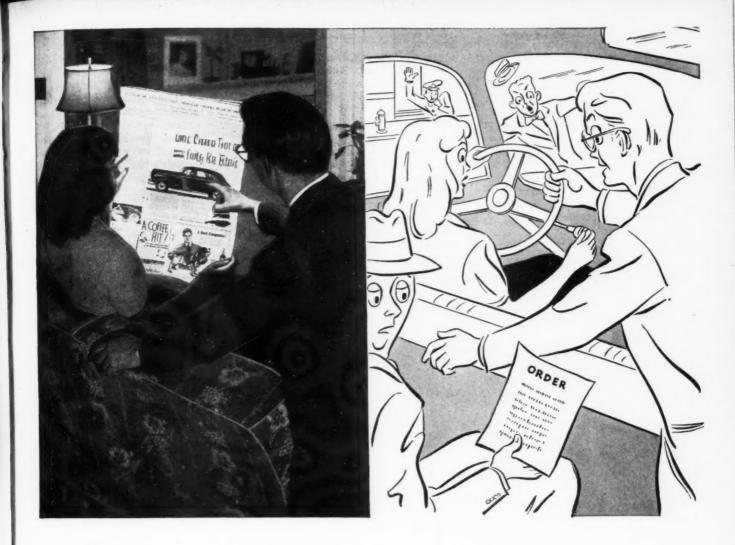
BY W. B. ECKENHOFF . Sales Manager, Roberts & Mander Corp.

Roberts & Mander, ready to launch a new line, decided to give a pre-showing for plant employes. Workers heard the product and promotion story for the first time. Response was electrifying. Efficiency went up, stayed up.

We hear a lot about manufacturers who feel that the 1948 worker cares little about how well he does his job, and thinks only about the shortness of his hours and the size of his pay check. We can't say, from personal experience, how true these charges are. However, if you happen to be among those manufacturers currently chewing their nails over the problem, you may be interested in the way we

stepped out to meet it, here at Roberts & Mander, and just what results were achieved.

Our products are gas ranges, electric ranges, steel kitchen cabinets, and exhaust fans. We have been manufacturing under the Quality trademark since 1903. During that time we had our share of labor trouble, but with new management taking over direction of our company just



Minds are being made up ... wouldn't you like to be there?

About the only time busy moderns have for free and easy gabfests about their knotty problems is in the evening. Decisions are reached in the evenings to do this or that important thing...to "take a look at" this or that product. An auto, say.

An advertisement in their evening paper brought the subject to mind and put it before the family round-table.

Was it your advertisement? Will it be your product? It will be if you have rammed home your sales message at this wonderful impulse moment, the moment in the evening when folks can give their entire attention to these talks. Your sales message in the evening paper is a "Class A" sales message, reaching, as it does, the receptive, the largest potential audience, the night-time audience. In the great Cincinnati market, "Class A" means the Times-Star. Here is concentrated evening coverage, with the largest city and suburban circulation of any Cincinnati daily, morning or evening.

Maybe this helps explain why the Times-Star has for years led all other Cincinnati newspapers in total, retail, department store, and general display linage. And that goes for automotive linage, too!

CINCINNATI TIMES-STAR

Cincinnati's ONLY Home-Owned Daily

MEMBER AMERICAN NEWSPAPER ADVERTISING NETWORK

ng

before the war, our labor relations

have improved.

Last year our models were practically the same as our pre-war product and our primary objective was to get into full volume manufacture. For 1948, however, we designed a complete new line of gas and electric ranges with many features unfamiliar to our workers. Because of this, we decided to take a step that was entirely new to us: present the line to our workers at a special showing.

The timing of this showing is vitally important. We presented the new line to our salesmen at a con-

vention held the middle of December. The showing for workers took place immediately after the convention, when the line was just starting in production. Our dealers hadn't seen it yet. We felt this was the strategic time for a showing for our employes, and our decision proved correct.

We scheduled the showing to catch the majority of our people between shifts, and shifts were changed to bring everybody in for the meeting. This meant that our attendance was practically 100%.

The showing was run by our industrial relations manager who acted as master of ceremonies. The program was organized along these lines:

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1. The president of the company, Henry S. Minster, was introduced and talked for about 10 minutes on business conditions and the probable changes that would affect our business this year. We realized this was the first time many workers heard Mr. Minster speak. How often do you give your workers an opportunity to hear first-hand, the views of your president?

your president?

2. The plant manager spoke on the importance of increased production and the advantages to our business that would result from increased

effort by each worker.

3. The sales manager then presented with something of a flourish, our new gas and electric ranges. This presentation included a dramatic demonstration of the number of pots and pans that could be used at one time on the ranges, and a demonstration of the size of the oven. The last demonstration was accomplished by removing, one by one, 48 pint jars from the oven. Points of superiority in construction were emphasized, with special attention to improvements in the current line over over those turned out in previous years.

Distribution Stressed

This part of the program also covered another important point that we are no longer a local organization, distributing chiefly in Pennsylvania, New Jersey, and New York. We showed that our distribution is national, and that it is as easy to buy a Quality Range in Los Angeles as in Philadelphia. The workers were particularly interested in this, and after the showing asked a number of questions about distribution. Several said they had no idea that Quality Ranges were sold "so far away."

away."

4. The advertising manager outlined our 1948 program of business and consumer advertising. We are embarking on national advertising this year. He underscored this fact, explaining that national advertising could not profitably be used formerly because of the local distribution of our products. He also brought out clearly that, as more consumers become familiar with our products, employment at our plant becomes more stable, and that this means increasing security for each worker.

The importance of this showing was driven home when we realized that most of our new people, and many of our old-timers, had never

WILLIAMS, LAWRENCE & CRESMER CO.

Established 1888

and

JOHN B. WOODWARD, INC.

Established 1893

Announce With Pleasure Their Consolidation Effective March 1, 1948 Under the Name

CRESMER & WOODWARD, INC.

Newspaper Advertising Representatives

MU 2-0777

New York Chicago Detroit San Francisco Los Angeles

before seen our finished products. They had seen parts, of course, as they stamped out back and side panels, or as they concentrated on their own operations on the assembly line, but few had examined finished ranges. I'm going to ask you to stop and think about this a second time.

Old Models Used

You probably encourage your employes to buy your products for their own use, if they are consumer products. So do we. But suppose 100% of our people use our ranges at home, which is obviously an absurdity, they would be using, not the new models on which they are working now, but older models from one, three, five and even 10 years ago. And it's the models on which they're working right now, in 1948, with which we want them to be thoroughly familiar.

At the showing the employes voiced great enthusiasm. They applauded the speakers vigorously, and

—far more important—they made intelligent remarks and asked questions.

Did the showing have any effect on our production? We know that the efficiency of our plant went up sharply after the meeting—and it stayed up.

Almost as important as its effect on the workers was the effect of the showing on management. If anything was needed to restore our faith in our workers, the showing and its results did it. Our meeting showed clearly that interest in the business as a whole, and pride of workmanship, are still very much alive in the heart of the modern American worker.

We intend to have similar showings for our workers as part of our regular sales procedure. We think the showings are a selling job, because under today's conditions of specialization in industry, a product must be sold to the man who helps to make it as well as to the consumer who will use it.

15,664,335

CIRCULATION EVERY WEEK, CAREFULLY SELECTED TO FORM THE PERFECT MARKET PATTERN FOR FOOD AND HOUSE-HOLD PRODUCT ADVERTISERS.

THE COST IS LOW, THE READERSHIP HIGH. ASK US FOR DETAILS.

"JESSIE'S Notebook"

420 Lexington Ave. New York 17, N. Y. LExington 2-1434 5 N. Wabash Ave. Chicago 2, III. Financial 1051

Hot Leads Need Hot Selling

Salesmen often do their poorest selling when they are following hot leads. They seem to assume that because the prospect has made an inquiry, he is ready to buy. They seem to think the prospect already knows all about the product or service. When they think that, they do an incomplete selling job. Such selling loses orders, at at least postpones sales.

The successful salesman, even with an inquiry in his hand:

- I. Consults the sales records to get the history of his company's relations with the prospect.
- Finds out something about the prospect, his product, his sales methods.
 - 3. Makes the call promptly after receipt of the inquiry.
 - 4. Never assumes the prospect is ready to buy.
 - 5. Gives a complete sales presentation.
 - 6. Presents a definite proposition.
 - 7. Above all, he asks for the order.

By R. H. Ray, Director of Sales Policy

Dodge Construction Reports, F. W. Dodge Corporation

SPUR SALES WITH

°100,000

OF KNOW-HOW!

Let AHREND's 55 years of achievement in merchandising-by-mail boost business for you! Our top-flight sales engineers, writers, artists, direct mail specialists have won 29 National Awards for AHREND clients in the last 4 years!

FOR RESULTS, CONSULT THE FIRM WITH THE HABIT OF SUCCESS!

D. H. AHREND CO.
Creative Direct Advertising

333 E. 44th St., N. Y. 17, MU 4-3411



"they laughed when I said WOR was a southern station"

"You should have seen them; they roared when I said I wanted to sell my product in Virginia, parts of Georgia and the Carolinas, as well as points east. And that WOR could do it." The pay-off, of course, is that WOR did do it.

And if that skeptic there in the corner, who's raising one eyebrow cynically, would care to hear from an unprejudiced listener who happened to read one of our ads, here 'tis: "What d'ya mean

— South Carolina and Virginia? We pick up WOR direct...and on an old set, too!"—signed, William Pawley, New Smyrna Beach, Fla.

So, if you, sir, would like to have people say, "Gimme" in the majority of 4½-million homes in 430 counties in 18 states which include the S-o-u-t-h, you could do worse than get in touch instantly with

- that power-full station WOR
at 1440 Broadway in New York

mutual

Nobody Would Buy This "War Baby" Product

At war's end, the makers of "Dessicant No. 25" hardly could give away the product which, during the war protected military goods from dampness. Giving it a brandnew civilian name, "Sta-Dry," and a new package, Filtrol Corp. is now combating moisture in the home and factory.

At war's end, a Los Angeles heavy chemical company had on hand a product for which a large factory had been built, but for which practically no peacetime uses had been developed.

This was "Dessicant No. 25," a mineral mined in Arizona which, when processed, and packed in with military shipments, protected goods against humidity.

The Filtrol Corp. deals mainly with industrial customers, selling things like catalysts for oil refining. It had no connections with consumer markets—in fact, the packaging of the dessicant had been done by outside concerns.

Customer Disinterest

Seeking to continue this business, with employment for a large work force, the company first wrote to several hundred war contractors who had packed it with military shipments. There was hardly any response to a request for peacetime suggestions. They apparently did not intend to ship their regular products to humid regions. Many frankly said they hoped the material would never

be heard of again—they were "fed up" with the regulations governing

Further study uncovered two possible markets that would call for research and sales pioneering.

First, for protecting products such as foods, keeping potato chips dry, preventing stickiness in candy, guarding against rust in shipments of instruments. In this field there are almost countless applications to be worked out and sold to industry.

Example: Dehydrators who process vegetables can dry them to a point where they will ship in prime condition. But some vegetables have to be dried to the browning or burning point to reach that condition. When a small packet of dessicant is put into the shipping case, it is not necessary to process to extreme dryness.

Second, the household and business use of the materials for drying closets, deodorizing refrigerators, preventing rust in tools, eliminating mold, mildew, body odors.

Consumer Product

For this purpose a household drier called "Sta-Dry" was developed, and a separate company formed to market it, the Western Sales Agency Corp., Los Angeles, under L. K. Spratlen, sales promotion manager of the parent company.

Sta-Dry is a non-corrosive metal container, holding various amounts of the dessicant, for keeping dry areas of from 250 cubic feet upward. It is said to be the first properly engineered device for that purpose, giving off no fumes or gases, containing no chemicals, and having an almost indefinite life—one of the

Moisture adsorbing Dessicant No. 25 has proved efficient when packed in shipping cases to prevent stickiness of candy, even keeping peanut brittle crisp and dry.

dominates PEORIAREA



In MERCHANDISING AND PROMOTION

Advertisers get BONUS SERVICE from WMBD. Top rate promotion and merchandising such as Dealer Letters... Signs and Displays... Merchandising Publication... Personal Contacts... Newspaper Ads and Promotion... help sell programs AND PRODUCTS.

"Outstanding skill and ingenuity" is the way Kroger terms it. Here's the story as it appeared in BROAD-CASTING, December 22 issue:

3 Stations Win Plaques For Promotion Activity

THREE Midwestern stations, WBOW Terre Haute, Ind., WCHS Charleston, W. Va., and Peoria, Ill., have been awarded plaques for "outstanding skill and ingenuity" in exploiting the day-time serial, Linda's First Love.

The Kroger Co., Cincinnati, promoted the contest in conjunction with its current advertising cam paign, and all 27 stations carrying

REMEMBER—WMBD has a bigger share of the audience than all other Peoria stations combined! (Hooper Station Listening Index, Nov.-Dec., 1947).

PEORIA

CBS Affiliate • 5000 Watts

Free & Peter , Inc., Nat'l. Reps.

Bank contacts open doors for you

BANKING's Blue Ribbon List of seasoned advertisers shows solid evidence of banker importance to these industries:

- Construction materials and equipment — for business, home & farm
- Office equipment & supplies
- Insurance
- Investments & Services
- Transportation Interests
- Industrial & community development

Banks are large consumers of such products and services—but of far greater importance is the tremendous force of bank promotion of products they are willing to back with loans.

Bankers recommend many products and services personally and by displays in windows and lobbies as well as in many forms of their own advertising.

BANKS ARE A VITAL LINK BETWEEN SUPPLY AND DEMAND!

The magazine of influence among men of influence is-

BANKING

Journal of the American Bankers Association

ABC circulation over 34,000

12 E. 36th St. New York 16 105 W. Adams St. Chicago 3 small units will keep a closet dry for a month, and then is regenerated by baking two or three hours in a kitchen oven.

The first step in marketing was to map the United States for humidity, plus warmth, in the combination that causes white shoes to turn yellow, leather to mould, metal articles to rust. Weather Bureau data were used. About two-thirds of this country has humidity hazards from six to eight months in the year. Such a map shows both the market localities, and their peak seasons.

Direct Mail Campaign

Next, letters were addressed to chambers of commerce in humid territory, asking for names of appliance, houseware, hardware and other wholesalers who could distribute Sta-Dry. The response was excellent. Most of these organizations maintain lists of jobbers, and some made personal investigations.

But results were disappointing. When those firms were written to, and in some cases visited, it was found that well-established concerns were not eager to add a new line, while younger firms lacked experience or capital.

Also, search for distributors began while wholesalers were still affected by the seller's market. To some extent they are still handicapped by not having yet rebuilt the sales organizations that were maintained in prewar days of competition.

Finding Distributors

It was necessary to visit personally leading market centers, and search for the aggressive type of distributor who would take on such a new line, make the necessary investment in stock, do the sales pioneering needed to get it going through retail outlets.

Such distributors have been given territorial rights in major marketing areas, and the company knows what to look for in entering other territory.

The efficient distributor has a sales force working in an area of 200 to 400 miles of a jobbing center, and takes care of around 200 retailers who look to him for service, and trust his judgment in stocking a new line. He will handle a dozen or more household lines that are well developed, and has the experience to gauge the possibilities of a new device like Sta-Dry.

He is entirely practical in his approach, and wants to know about the popular demand for the article, even though it be potential. In the case of Sta-Dry, there have been enough

consumer sales to show that the device is efficient, and creates word-of-mouth advertising.

The distributor then wants to know about prices, discounts, the amount of stock he will have to carry, the advertising support he will receive from the manufacturer, the display and other material available for retailers, the packing, deliveries and other details.

Learning that a distributor organization had to be built brick-by-brick, and of carefully selected bricks, the company assigned an experienced housewares salesman to choose and train distributors, and at the same time staged an "experiment station" promotion campaign in one specially chosen Long Beach, Calif., department store.

ment store.

This store stocked, displayed and demonstrated Sta-Dry on a cooperative arrangement, and various small scale advertising methods were tested, such as single column advertisements in local newspapers, announcements in the store's larger advertisements, spot radio announcements, and so on. Mats and commercials were made available to distributors, for use by their retailers.

Export Trade

In some respects, export distribution has developed faster than that at home, on its more modest scale, because exporters were quicker in rebuilding their foreign markets at the end of the war. Sta-Dry has distribution in the West Indies, the Philippines, and in Hawaii and Guam.

Tested in a small way, Sta-Dry made its own household market, because it solved humidity and odor problems in the home.

While this testing was under way, humidity appeared in places not usually excessively troubled by damp closets—for example, New York City last summer.

There was every reason to believe that distributors would see merit in the device, and get sales going through retailers.

Wholesalers Wary

But at that time, wholesalers were entering the transition period where it was necessary to again do aggressive selling, and it was necessary to exercise care in selecting lines, among many new ones offered, that would furnish a sound foundation for sales.

So, the building of a distributor organization was a slower job than was anticipated—because not only was the device new, but the company also new in this kind of marketing.

Promotion

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What's New in Home Economics has a fact booklet, "presenting the Home Economics Market," which gives a complete and interesting resume of home economics and its place in the consumer marketing picture. The booklet explains, to begin with, what a home economist is and how she works. It then breaks down the home economics market - foods, clothing, textiles. (There are 3,500 home economists in the United States.) Back of the book contains a summary of the market reached by home economists emanating from the various outlets described in the booklet. Write the publication: 919 North Michigan Avenue, Chicago.

Toledo

"This is Toledo," published by the *Toledo Blade*, aims, as the title implies, to portray some of the city's more important and interesting civic, cultural, business and industrial accomplishments, as depicted in a series of advertisements published by the newspaper.

Americans—They Travel

More Americans are planning to go abroad this year than in 1947, according to a new analysis of foreign travel prospects, "American Foreign Travel Trends," published by The New York Times. The Times study is based on a survey made by The International Travel Exposition held in New York City last year, followed by a later mail survey in October, 1947. Of Americans planning to travel abroad this year 61.6% are going for pleasure. This includes those going to Alaska, Hawaii, Mexico, and Canada. The Times feels that it is also significant that better than 15% of Americans going abroad will go for educational reasons. Only 8.1% plan to go for business reasons. Exactly the same percentage of travelers will go for health reasons as those who plan to go for business.

Readership Study

The Wisconsin Hometown Daily Newspapers (212 Fourth Street, Racine), have made an ambitious study of readership: The result (price \$1.00) is a thick booklet, "Readership Study of Three Typical Wisconsin Hometown Dailies." The study was prepared and conducted for the Newspapers under the super-

vision of Charles L. Allen, assistant dean and director of research, Medill School of Journalism, Northwestern University. It covers not only what people read, but what they don't read. (The researchers dug into post-office wastebaskets for part of the answer.) Some 1,200 people in Wisconsin towns were queried by a corps of graduate students and Northwestern seniors to get all the answers included in the book. Some surprising ones were tabulated in the advertisement-readerships.

S. M. Tips Its Hat... to KSTP, which has a promotional piece called "Why Things Are 'Cookin' at KSTP." It serves to introduce Joe Cook, the station's new sales promotion manager and is as provocative a piece of its type as we've seen . . . to Farm Journal, for "What's Money?" This one, by clever use of cartoons, illustrates the difference between what city people use as money and what the farmers own and raise and convert to the gold standard!

Fort Wayne Merchants Used over 1½ Million More Lines of Advertising ... in The News-Sentinel...

During the year of 1947—The News-Sentinel carried more than twice as much retail display advertising than did Fort Wayne's morning paper—more than twice as much as did Fort Wayne's only Sunday paper. Specifically—The News-Sentinel carried 10,054,492 lines of Retail Display Advertising as compared with the morning paper's 4,141,720 lines and the Sunday paper's 4,363,109 lines. The News-Sentinel carried over 1½ million lines more advertising than the morning and Sunday papers put together.

The News-Sentinel is delivered to 97.8% of all homes in Fort Wayne every Weekday.

THE NEWS-SENTINEL

Fort Wayne's "Good Evening" Newspaper-Established 1833

FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. . NEW YORK-CHICAGO-DETROIT

The One-shot Big Store Promotion: How to Plot and Organize It

BY JAMES C. CUMMING . Vice-President, John A. Cairns & Co., Inc.

Your object is to persuade your department store outlets to shoot the works—to harness the full power of all available promotion media to your product for a limited time. You can do it. But it takes careful, long-range planning.

There are times when it occurs to any manufacturer that he'd like to organize a really slam-bang promotion that will make the entire trade sit up and take notice—an event that can be superimposed on his regular schedule to produce peak volume at a seasonally important time of the year.

That's where the one-time promotion comes into the picture. It's a promotion that may or may not be repeated. If it is repeated, the repetition may not occur until a year later, when retailers who took part in the first promotion start looking for something like it with which to meet the big figures they're up against. It's a promotion that encouragers the retailer to use everything in the book to build business for a specific line. It harnesses the power of the department store's advertising, windows, interior displays, direct mail, and other avenues of approach to the customer.

A successful one-time promotion isn't organized overnight. It takes weeks—more often months—of careful planning to put it over.

Early in 1946 Woman's Home Companion published an article by the child movie star, Margaret O'Brien, called "The Happiest Days of My Life." The magazine reprinted it in the form of a liberally-illustrated, 24-page booklet with the caption "My Memoirs; a famous actress tells the unexpurgated story of her past," and distributed it to advertisers and prospective advertisers.

One of the booklets went to Dell Town Fashions, Inc., makers of Margaret O'Brien Dresses for girls, and supplied the hook on which was hung a productive promotion. It was so successful, and so typical of this type of promotion, that we are going to detail the steps taken:

1. Late in the fall of 1946, Dell Town executives met with representatives of one of their leading fabric sources, Dan River Mills. They presented plans for the promotion, specified the number of stores they expected as participants in it, and projected the number of dresses they expected to sell during the promotion, and the number of yards of piece goods required to make the dresses. Because of the fabric situation at the time, several meetings were necessary before the mill was in a position to assure Dell Town that, while the dress company's full requirements could not be filled, enough yardage could be shipped to assure the success of the promotion.

2. Once this assurance was given, the offset plates used in printing "My Memoirs" were borrowed from Woman's Home Companion and a large number of the booklets was printed by Dell Town, sufficient to give one to every youngster who brought a Margaret O'Brien Dress during the promotion. In these new booklets, the name of Dell Town appeared only twice. It appeared, first, as the signature on the preface which read:

"This book is a present from us to you . . . we hope you have lots of fun reading it and looking at the pictures. We have a hunch that when you wear your new Margaret O'Brien Dress you'll look just as sweet and nice as Margaret herself.

"Your dress was designed especially for girls your age. Dell Town knows all about the things you like best . . . ruffles, and scallops and little shoe-string bows. And every detail is carried out in



"I always let her pick what she wants herself!"

YOU CAN TICKLE THE BULL'S-EYE WITH A SHOTGUN..



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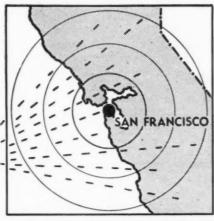
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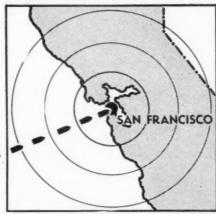
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San Francisco, with a density of population second only to New York City, is the bull's-eye market of northern California. Shotgun coverage tickles the bull's-eye... scatters your fire on and off the target, but makes no large-caliber direct hit.

...OR YOU CAN MAKE A DIRECT HIT WITH THE CALL-BULLETIN





The powerful Call-Bulletin, with a larger daily circulation in the city of San Francisco than any other newspaper, is on-the-target with bull's-eye coverage. No wasted powder for scattered hits on distant rural areas...or "ticklers" on nearby metropolitan markets that have their own metropolitan newspapers.

THE CALL-BULLETIN

SAN FRANCISCO'S FRIENDLY NEWSPAPER

Represented Nationally by Moloney, Regan & Schmitt, Inc.

the skilled Dell Town manner. Aren't the colors wonderful and gay! Dan River made the fabric, and your mother won't need to worry about it shrinking or fading. Every Dan River fabric is completely washable and will last and last.

"Have fun with your Margaret O'Brien dress. We hope you'll feel very grown-up when you wear it."

The Dell Town name was also used to sign the introduction—and that's all! This lack of heavy advertising effort by Dell Town in the book itself made the booklet a thoroughly acceptable give-away for department stores to use.

3. A promotional kit was prepared to give the stores participating in the promotion a complete set of tools they would need to stage it. Each kit contained:

(a) Pictures of Margaret O'Brien wearing the dresses. These were actual photographs, printed on glossy stock, which the stores could reproduce to illustrate their advertising or could blow up for window displays.

(b) A bulletin for salesgirls. This important detail was headed, "NEWS for use on the selling floor with Margaret O'Brien Memory Book

Dresses." It explained the promotion in detail, from the point of view of salespeople. A typical paragraph: "Don't miss the fact that each of the four styles comes in sizes 3 to 6X and 7 to 14—for big and little sisters. As you know, this can mean added sales the easy way." And then it described in detail each of the dresses included in the promotion, and gave all the selling points.

(c) Suggestions on the promotion for the buyer to discuss with the merchandise manager. Included in this bulletin, following an outline of the plan and purpose of the promotion, were these specific suggestions:

> WAYS AND MEANS TO PUT THE NEWS TO WORK FOR YOU

Be sure your Advertising Department gets the material included in this kit.

Suggested copy and layout for full-page newspaper ad Mat for half-page newspaper ad Artwork of the dresses, of Margaret's head, and the cover

of the book

Mats of the signatures
This tells the entire story of the
promotion, highlighting your free
offer of "Margaret O'Brien's Memoirs." It not only means more
traffic for your department—it will
focus attention on your entire
store's back-to-school program.

Provide your Display Department with the pictures of Margaret wearing the dresses. They can be used in your windows or pinned up right in the department. Also give them the Women's Home Companion page, and the proof of the Dan River ad.

Suggest, also, that they get in touch with local moving picture exhibitors for additional posters and still photographs of Margaret O'Brien to use in displays.

Suggest that ads be run in the programs of theaters at the time Margaret O'Brien films are being shown.

Ask the heads of the Home Economics Departments in local schools if they would like you to stage a Margaret O'Brien Fashion Show for them. Students could act as models. A similar arrangement might be worked out with local community groups and recreation centers.

Have a "Margaret O'Brien Memory Book Party" on Saturday morning a week or so before school opens. Show the dresses on big and little sisters. Invite children to bring their own "memory books" and give a prize of a dress and book for the best ones.

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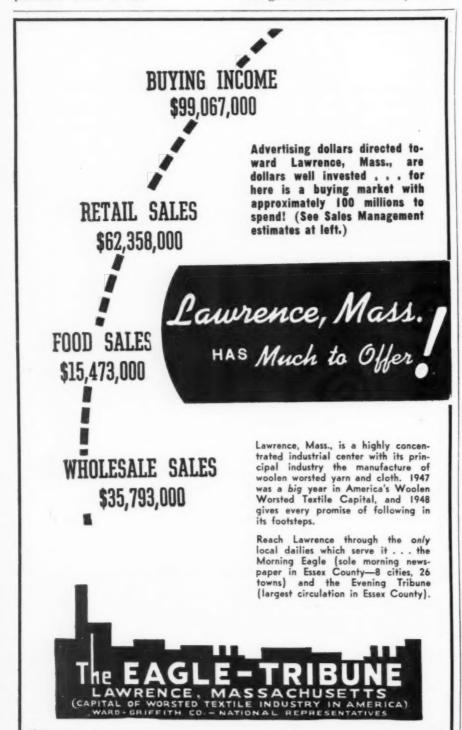
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Make sure your salespeople get the bulletin we prepared for them and that they see copies of all advertising you plan to run.

(d) Advertising mats and signatures. These included a full-page advertisement which was supplied in layout form only, for the good reason that stores big enough to use an advertisement this size would prefer not to work from mats. A half-page



advertisement was in actual mat form, ready for smaller stores to run exactly as it was. Actually, some larger stores used this half-page as a follow-up advertisement.

(e) Drawings of the dresses for the advertising art department. These were supplied to match the full-page layout, but gave the stores flexibility of size and also allowed them to feature all or any part of the complete assortment of dresses.

4. In the suggestions for the buyer, did you notice the reference to the Woman's Home Companion page, and to the Dan River advertisement? These two elements represented the next steps in the development of the promotional plan. They came as "extras" and could hardly have been counted on in advance, but they were used to good advantage in making the promotion the great success it was.

Outside Aid

Obviously, the editors of Woman's Home Companion were consulted on the promotion at its inception. Their permission had to be given before "My Memoirs" could be reprinted. The more they heard about the development of the promotional idea, the more enthusiastic they were. The final outcome was that they prepared an editorial feature for the September, 1947, issue, showing pictures of Margaret O'Brien wearing the dresses in the promotion—and listing the stores taking part in it.

Similarly, since Dan River Mills supplied fabrics for the dresses, the mill executives were consulted at the very beginning, as we have mentioned. Their enthusiasm grew to the point where Dan River decided to use their own national advertising to publicize "My Memoirs" and the dresses. This, naturally, added considerable force to the selling drive behind the entire plan.

5. With plans complete, and with copies of "My Memoirs" and samples of the promotional kits under their arms, Dell Town salesmen started to call on department stores to offer them the promotion. It was offered on an exclusive basis. Only one store in a city could have it. That is essential if a promotion of this kind is to be a success.

The selling plan used by the salesmen was to wire ahead, usually a day or two before arrival, asking the buyer to arrange a meeting for the salesman with the merchandise manager and the sales promotion manager. When this meeting was held, acceptance of the plan was invariably immediate and enthusiastic.

6. The actual promotion was staged in August, 1947, to catch the peak buying of the back-to-school selling season. Its success can be attested by listing a few of the stores that took part in it:

Loveman, Joseph & Loeb, Birmingham
Bullock's, Los Angeles
Sage-Allen & Co., Hartford
Lansburgh & Bro., Washington
Furchgott's, Jacksonville
Rich's, Inc., Atlanta
Wolf & Dessauer, Fort Wayne
H. P. Wasson & Co., Indianapolis
Maison Blanche Co., New Orleans
Wm. Filene's, Boston
The J. L. Hudson Co., Detroit

Abraham & Straus, Brooklyn Hills, McLean & Haskins, Binghamton Bloomingdale's, New York E. W. Edwards & Son, Syracuse

The stores put more than 200,000 lines of their own newspaper advertising behind the promotion. They devoted dozens of windows to it. They sent out mailings telling their customers about it. One store had Margaret O'Brien present in person. Another played special recordings of Margaret's voice. A third store published teaser advertisements for a week in advance. This was a



The concentration of winter visitors from all over the nation -- plus our year 'round residents -- with their "above-the-average-buying-power", make Miami a premium market. And, with the NBC Parade of Stars and the top local shows, too -- we get 'em coming and going!



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Attention ...

Sales MANAGER

PROPER EQUIPMENT IS HALF THE SALE



HEAVY DUTY SAMPLE BAG

Top Grain Cowhide in Black or Brown. Cowhide straps completely around form into handles at the top. Individual lock-stitching. Bottom heavily reinforced. Wide center packet and a narrow packet on each side. Adjustable lock.

H95A		D		16"	×	11" ×	1	51/2"	0		\$14.85
H96A	0			18"	×	12" ×	1	7"			16.50
H97A	0	0		20"	×	121/2"	,	× 7"		9	19.75



EXECUTIVE BAG

Lock and frame. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Reinforced corners. Heavy stitching. Brown or Black Top Grain Cowhide.

H65A 16" x 12½" x 5¼" \$15.75 H66A 18" x 13" x 6½" 17.75

BRIEF BAG

Solid bottom. Reinforced corners. Lock and frame style. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Black or Brown Top Grain Cowhide.

L67A 16" x 12" x 7" \$21.45 L68A 18" x 13" x 8" 24.00

Write for Luggage Catalogue W
"Above not prices subject to 20% Federal Excise
Tax

LUXOR LEATHERCRAFT CORPORATION

29 W. 34th St., New York 1, N.Y.

promotion that really rang the bell!

Many other firms have staged onetime promotions that have been similarly successful. The Broadside Promotions of Fruit of the Loom were noted in their day. Harry Berger, maker of Kaylon Pajamas, has been very successful in organizing onetime promotions based on national advertising in *This Week Magazine*. Generally speaking, these are the principles that underlie successful one-time promotions:

1. They take time to organize and they can't be rushed. Notice that the Dell Town promotion required almost a year of organization from

start to finish.

2. There must be a "hook" or "gimmick" on which they can be hung. Without "My Memoirs," or Fruit of the Loom's Broadsides, or Harry Berger's full pages in This

Week Magazine, there wouldn't be a pivot around which the promotion could revolve.

3. They must be exclusive with one store in a city. Even if you sell all the stores in town, your one-time promotions have to be exclusive. No store likes to plan a promotion such as this unless it can be sure that no other store will come out with the same thing at the same time, or sooner.

4. They must be based on important merchandising. Unless your product is an important one in the department that sells it, don't waste time and money trying to promote it this way. But if your line is dominant in a department, you'll do yourself and your retailers a good turn by a one-time promotion—and if it's successful, it will probably become an annual event.



Storing Vacuum Attachments

As any housewife knows, a vacuum cleaner is a handy device around the house, but what a clutter all the attachments make in the closet. The Scott & Fetzer Co., Cleveland, makers of the Kirby vacuum cleaner, have brought out a three-piece container kit that helps the homekeeper lick her storage problem.

The Kirby vacuum cleaner is now shipped and can be handily stored in a medicine cabinet-type container. The kit, designed and made by The Ohio Boxboard Co., Rittman, Ohio, measures only 17½ by 13 by 3¾ inches. The corrugated liner board box will hold 11 attachments, keeping them neatly in place with little effort. For convenience, it can be hung from the attached strap.

of America rossroads

POPULAR ST

OPULAR STREET is one of the busiest streets in America. A big chunk of the American mass market lives there-the 12,750,-000 readers of the 25 fiction magazines of the Popular Fiction Group.

Young people-like salesgirl Marilyn Moore who loves ROMANCE. And Dick Parsons who runs the filling station, plays ball, reads about it in SPORTS NOVELS.

Young marrieds like Jim and Dorothy Wright who share RANGELAND ROMANCES.

Home-owners like insurance man and ADVENTURE-lover Bob Anderson. Free spending bachelors like lawyer Martin Griswold who has been reading BLACK MASK for years.

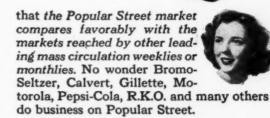


ESEARCHERS Stewart, Dougall and Associates talked to these and 12,600 other Popular Street readers.* Their survey revealed that besides being one of the busiest thoroughfares in America, Popular Street is one of America's prosperous mass markets, which means: most of the 12,750,-000 readers of the Popular Fiction Group enjoy middle class status or better . . . important news for advertisers.

61% of Popular Street people have at least a high school education, compared with 39.1% for the nation as a whole. Some are professional people, others executives, workers, farmers and housewives. Half are men readers-half women. They're all the kind of people advertisers want to reach.

Circulation-wise, the cost of reaching 1,000 of these buyers is \$1.20 per page per M guaranteed. On delivery, the cost is even lower. And the Stewart, Dougall survey shows

*REPORT OF AUGUST, 1947.



MPORTANT ADVERTISERS know they can get space positioned without competition in the Popular Fiction Group. Even with quarter pages, they can be the only advertiser on an editorial spread. What's more, they know the reading habits of the people in this vast market. These 12,750,000 people enjoy fiction . . . read their favorite magazines from cover to cover because they are 100% fiction. This means that sales messages will be seen and read.

With today's high space rates you'll be amazed at how inexpensively you can sell your product to this new, substantial, almost untouched market. You can bring a full page ad to Popular Street every month for only \$28,800 a year . . . as little as ½ to 1/3 the cost of comparable campaigns in other leading mass circulation magazines.

Write today for your copy of the "National Audience Study of The Popular Fiction Group." It tells you why Popular Street means greater coverage ... of a more profitable market . . . at a lower cost.



THE POPULA FICTION GROUP



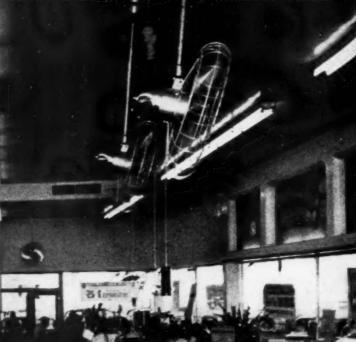
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arkets change.



IN 1942 there were 847 supermarkets in New York City. Total volume \$231,394,800 or 36.3% of total gracery business.





IN 1947 there were 1,015 supermarkets in New York City. Total volume \$447,474,850 or 52.7% of total gracery business. nap

Changes in markets require a material change in the marketing strategy required to develop distribution. Not alone in New York City, but in every major market in the country . . . not alone in groceries, but in every product classification—the market picture of yesterday is not the market picture of today. Yesterday's sales program won't produce today's sales.



HEARST ADVERTISING SERVICE KNOWS THE CHANGING MARKET. HERE'S WHAT LEADING SALES EXECUTIVES SAY:



One of the Largest **Electrical Manufacturers**-

"These controls are one of the most comprehensive and detailed studies of market possibilities which I can recall. It will certainly be of value to our sales managers and to anyone interested in markets or marketing research work."



A Nation-Wide Automobile Club-

"We consider this so well done that we expect to use it as a sort of sales bible for our expansion programs."



Leading Soft Drink lanufacturer-

This is the most complete and ogical study of individual martets we have seen in over 25 years o marketing study. We nll use it in handling franchise stributors.



A Large Radio Company -

"We would appreciate your presenting these sales controls to the top people in each of our distributing units in the various cities. They would be invaluable in their operations.'



IN 10 major markets across the country, H.A.S. men are ready to aid sales and advertising execuives in the vital analysis of changing local marets. Ready with the amazingly complete Sales Operating Controls, showing retail outlets in 8 product classifications for every shopping enter and shopping street. This complete and occurate closeup of major markets was compiled, napped, charted and classified on the spot by ocal men who know local conditions.

In addition to the Sales Operating Controls, H. A. S. men have at their command all the resources of Hearst Newspapers' Research and Marketing Departments in 10 markets that annually turn in 22 1/4 billion dollars in retail sales. Perhaps this marketing service can be of value to you as it has to so many sales and advertising executives in a wide range of product classifications. Call or write the Hearst Advertising Service man nearest you.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Herbert W. Beyea, General Manager 959 8th Avenue, New York 19, N. Y.-Offices in principal cities

Representing

San Francisco Examiner

Detroit Times

Boston Record-American Advertiser Chicago Herald-American

Albany Times Union

Los Angeles Examiner Seattle Post-Intelligencer

New York Journal-American Baltimore News-Post American Pittsburgh Sun-Telegraph

New Books For Marketing Men

Successful Salesmanship by Paul W. Ivey, Ph.D. Published by Prentice-Hall, Inc. Price \$5.35.

This is the second edition of Dr. Ivey's important book. The Doctor is The University of Southern California's Professor of Marketing and a noted sales counselor. The selling principles discussed in his book have been successfully used by him in numerous specialized sales training

courses for various types of sales organizations — manufacturers', wholesalers', and retailers'—during the past 30 years. Among them: Chrysler Motors, Standard Oil Company of California, E. I. du Pont de Nemours & Co. (Inc.) Dr. Ivey has divided his material into more than three-dozen chapters, covering such subjects as the essence of salesmanship, how to organize your mind for selling. how to develop a sales personality, planning the sale, closing the sale.

Modern Management Practices and Problems (pamphlet number 139) published by The American Management Association. Price \$1.00.

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This is another of A.M.A.'s General Management Series pamphlets. It is a review of current policies, practices and problems in seven fields of business and industrial management: production, distribution, finance and economic planning labor relations and personnel administration, office management and administration, insurance, packaging and merchandising. Inportant figures in the various fields of industry have contributed chapters: The chapter on Package Development and Merchandising, for instance, was written by E. A. Throckmorton, president, Container Laboratories, Inc.; the one on Office Management and Personnel Trends, by I. O. Royse, office manager, Ralston Purina Co.

Retailers Manual of Taxes and Regilations published by Institute of Distribution, Inc. Price \$7.50.

This is the 1948 edition of the Institute's valuable compendium, in tabular form, of data on the various state and Federal tax and regulatory laws which affect retail merchants. This edition has been enlarged to cover data not heretofore reviewed. It's a loose-leaf binder to which may be added the quarterly supplements distributed by the Institute. Under each state's tax regulations is a helpful section, "Significant Exemptions."

Radio and the Law by J. G. Moser and Richard A. Lavine. Published by Parker & Co. (Los Angeles). Price \$10.00

Co-authors of this book are attorney qualified to practice under the Federal Communications Commission. (Mr. Mosei is attorney for Tom Breneman.) The book is the first to be written in simple, concise language for everyone in radio, advertising, and station management and the law. It is filled with legal information on such subjects as commercial, protection of the intangible "idea," foreign broadcasting, defamation, and the rights of privacy. The final chapter is a cold analysis of what to expect in the newer field of television.

How do your dealers file your CATALOGS · INSTRUCTION & PARTS BOOKS?

Instantly Racks
PUNCHED OR UNPUNCHED
CATALOGS
MANUALS
PRICE LISTS
LOOSE SHEETS
TELEPHONE BOOKS
INDEX PAGES
INSTRUCTION BOOKS
Any printed material up to
11½" high.

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Reduces racking and

Reduces racking and reference time.

Makes it easier to keep material up to date.

Three or four-hole sections available for loose sheets.

Sections and bound material securely held in rack with flexible steel rods.



NO PUNCHING OF BOUND BOOKS Required with File-Rite Racks

Your distributors, jobbers, and dealers will welcome a File-Rite catalog rack for holding your printed material. Offer it to them with your trade name on the customer's side of rack. Changes, insertions and removals made in an instant. Leaves both hands free for phoning, writing. 12", 24", and 32" capacities. Metal tab index systems also available. For complete information write to

NEWMAC COMPANY

421 Tenth Street •

San Francisco 3. Calif.



Electronic Mart!

Salesmanagers—in 1947 at the Radio Engineering Show, 12,847 engineers came to Grand Central Palace to see 170 exhibits, to gather data and to buy.

Do you want to study the show that last year drew over 12,000 radio engineers to technical radio's greatest market? It is a "closed show" but write on your letterhead for invitation (March 22 to 25 at Grand Central Palace, New York) for a conducted tour. We will show you how radio engineers buy.

Proceedings of the I.R.E.

Adv. Dept., 303 West 42nd St., New York 18, N. Y.

THE INSTITUTE OF RADIO ENGINEERS





They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.

Package Inserts: Neglected Medium?

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They can build repeat business, can promote other items in line

The very best prospect for more sales—the contented customer—is one of the most frequently overlooked by those who sell. Sales people, companies, and whole industries, in fact, energetically knock themselves out making an initial sale—then let it go at that.

But some companies make a bid for repeat business through package inserts, those bits of reminder advertising that go home with the purchase. Take Eaton Paper Corp., Pittsfield, Mass., for instance. This company considers the initial sale the introduction to a long, personal relationship between customer and manufacturer, with the retailer providing liaison that is profitable and pleasant.

Package Insert Sells

Eaton achieves this end through the simple medium of the package insert which enjoys 100% coverage at very small cost. It's sales ammunition fired at point-blank range. In nearly every box of Eaton's fine letter paper is included one of three kinds of inserts. Broadly, they do these kinds of sales jobs:

1. To secure re-orders from persons who have bought open stock. (There's a postcard midway in the paper supply reminding it's "Time to get more writing paper.")

2. To make staple or open stock sales to persons who have bought Eaton's seasonal or high fashion paper.

3. To create greater consumer appreciation for the unique characteristics of certain Eaton products—a bid for brand preference.

Like the fine print of insurance forms, the slip of paper in boxes of merchandise noting the number of the packer, or to indicate product guarantee, is often regarded as a necessary nuisance. Sierra Candy Co., San Francisco, has turned this slip into a potent advertising medium.

The packer's number and product guarantee are still tucked in the candy box, but now the buyer sees a four-page insert lithographed in orange and brown colors telling about other candies in the Sierra line. "It's a small thing," points out Theodore A. White, president "but it makes our general advertising more effective, puts added value into displays."



HOME—where everybody wants first chance at the paper—where buying habits are really formed. And . . .

—HOME is where The Chronicle delivers 20,511 MORE than The Post (daily) 19,458 MORE than The Post (Sunday) 44,443 MORE than The Press (daily) (The Press has no Sunday edition)

-according to the Sept. 30, 1947 Publishers' Statements.

Yes, sir, home-delivered circulation is an important element of Chronicle dominance in Houston and Harris County—the richest trade area in the entire South!

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY National Advertising Manager THE BRANHAM COMPANY National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

The Story of a Product to Which Thousands of Buyers Said "No"!

It was rough going, at first, for Transparent Shade Co., makers of plastic sunshades that protect merchandise from damage from sun-fading. But patience—and salesmanship—won out; prospects who came to scoff remained to pay.

Transparent Shades is the trade name of those amber-colored plastic films you see in show windows, protecting merchandise against the sun's fading rays.

They were originated 10 years ago, in Los Angeles. How they won acceptance is an interesting marketing story.

First, there was strong prejudice against them.

Second, they are always custommade. The Transparent Shade Co. has no stock sizes, but sells nationally, and to many foreign countries, making everything in its Los Angeles factory.

"What? Hide my window display with that yellow stuff!" exclaimed the prospective customer during the first year of pioneering. "I'd sooner take the loss by fading 10 times over."

Sales Director Ira Joseph got

plenty of cold turkey sales experience that year. He became hardened to the laugh and the turn down. One company with hundreds of branch stores then strongly resistant to the yellow stuff, now installs it wherever its local managers ask for shades.

First Location

Perhaps by good fortune, the company's first location was a small store in the Los Angeles Chamber of Commerce building. Fitted with the shades, it attracted the attention of visitors. Inquiries began to come from distant places, and thus, along with local sales, a national business began to develop.

For local customers, measurements were taken in windows, and often inside the store as well, and the shades were made up and installed. For distant customers, a four-page instruction sheet was prepared, showing how to take and write measure-

ments, and install the shades when they arrived.

This mail order business has persisted, even though the company now has its own sales offices in many cities, and also distributes through jobbers. The latter are trained in taking measurements and making installations.

Advertising in retail business papers produces a steady stream of orders from customers who do their own measuring and installing, following instructions. Export business so far has been handled almost entirely that way. Air Express traffic men know Transparent Shades as one of their best customers.

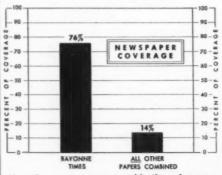
Planned on mail order lines, too, is a 20-page, "catalog" used to answer mail inquiries and the catalog. "Sun Protection Plus Visibility Through Transparent Shades," discusses objections to the material gives the facts, shows many types of application, gives measurement instructions, contains samples of the plastic, contains even prepaid post-cards for securing estimates.

An objection—usually the first—that the amber film cuts off light, and hides merchandise, is generally reconsidered when the prospective customer looks into inside glare. If the material cuts off light, it would certainly not increase glare. Yet in such an installation as that in an automobile agency, with huge windows, but no backgrounds, these shades actually increase inside glare so that customers are uncomfortable. In such installations, the upper part of the shades are made of dark green material, and the lower part of amber.



For complete information write: Box 348, Sales Management, 386 Fourth Ave., New York 16, N. Y.

BAYONNE cannot BE SOLD FROM THE OUTSIDE



No other newspaper or combination of papers can sell Bayonne—yet THE BAYONNE TIMES with its 93% home delivery can alone sell Bayonne. Get your share of this wealthy market, a high income city with \$67,205,000.00 in Retail Sales for 1946. . . Send for a copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.

21



The more trees you tap— the more syrup you make!

You can't do much with one or two buckets when you have a lot of maple trees waiting to be tapped.

The same thought applies when you try to reach New England markets by radio. It is definitely a network undertaking, paying off in more sales for each market you reach through the direct penetration of a Yankee home-town station.

It's the local audience of the home-town station that gives you complete acceptance in each market, complete coverage of all radio homes and all neighborhood shopping centers within the market trading area.

Yankee's 23 home-town stations — New England's largest regional network — present the most effective means of selling all New England and keeping it sold.

Acceptance is THE YANKEE NETWORK Foundation

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASS.

Represented Nationally by EDWARD PETRY & CO., INC.

MARCH 1, 1948

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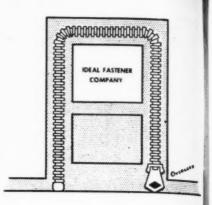
Inside glare does as much damage to merchandise on shelves as direct sunlight in show windows. Fluorescent lights also often fade colors.

So, inside installations make as good a market as windows. Cabinets, racks and shelves are shaded to protect merchandise. Churches, schools and workrooms are shaded for eye comfort. Libraries and other institutions use shades to protect historic documents and rare books. There is a tidy market in airports, where the green plastic is installed to overcome glare in observation towers.

All told, this product has a surprising market story.

How much damage, outside and inside, does Old Sol do to merchandise in one year, in New York City or Los Angeles, in the tropics as compared with New England?

For several years this company has been trying to get some kind of statistics, for sales purposes, but what the sun has done to the John Smith Store's spring apparel cannot easily be set down in dollars. Damage is admitted, and recognized as a hazard in Boston no less than New Orleans.



"Look for It in The Milk Dealer" -- Buy-Words of the Milk Industry

When milk distributors need new equipment or supplies when milk distributors need new equipment or supplies and confi-they turn to The Milk Dealer . . . naturally . . . Milk Dealer dently as though consulting an old friend. The does vastly more than carry your advertising. It gives you market penetration; gives you and your product a standing that no other publication in the industry can provide. That's sales power... a power built up through 36 years of giving sales power... a power pulit up through so years or giving readers the very finest of informative service ... and advertisers the very finest in a nation-wide able-to-buy Like the milk distributor, you can look to The Milk Dealer for results. audience.



PUBLISHING 1445 N. FIFTH ST.

MILWAUKEE 12, WIS.

and now the company is working with display managers over the country to get figures.

The treated plastic-formulas are secret-were at first supposed to absorb ultra-violet rays that cause fading, but it has since been learned that they "bounce" them back, and admit the non-injurious light.

Besides the familiar amber hue. and the green, there are now light blue, dark blue and transparent shades, the latter like glass itself, but excluding the harmful rays.

And here is something for the book on sales tactics:

The public has become used to viewing merchandise through amber shades. The merchant knows what they do to protect his goods. By persistent sales work for six or seven years, the amber color has been "sold."

Now comes along the company representative with glass-like transparent shades—and finds considerable sales resistance.

"Yes, that looks better than the amber," protests the customer. "But I know what the other will doand what do I know about this new color? Write me an order for amber shades in the new branch store."



Not tomorrow, but now. Let BSN help you do it!

Important Books for Your Special Needs!

☐ ADVERTISING LAYOUT

The Projection of an Idea

By Richard S. Chenault, Instructor in Layout Columbia University. TO HELP YOU create advertising layouts that will make people stop, look and read. Written by one of the most successful art directors in the business. Nothing but essentials; treated in a way anyone can understand — from the idea for "getting across" the message, through design technique and reader psychology, planned form of the finished vis-ual. 72 FULL COLOR and black white illustrations. A BIG k, 10" x 123/4". \$5.00 book, 10" x 123/4".

EFFECTIVE BUSINESS WRITING

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By Cecil B. Williams, Professor of English, Oklahoma A & M College. YOU WRITE letters, sales literature, advertising copy, reports, surveys, news releases, speeches, radio scripts — you'll get your money's worth of new ideas out of this book. Valuable pointers on oral dictation, handling correspondence, telephone technique, etc. Each of 15 chapters accompanied by a special article written by an expert in his field. Special reference section. Over 50 illustrations. 421 pages.

ADVERTISING

By Albert W. Frey, Professor of Marketing, Dartmouth College. FOR ANYONE in active advertising work or preparing for an executive position involving advertising decisions. Fundamentals, through to final working details. Explains science of modern merchandising; selecting media; handling appropriations; covers advertising in all principal mediums. Includes manual of production techniques; art and layout; copywriting and testing. Wealth of illustrations. 746 pages. \$5.00

SUCCESSFUL MAIL SELLING

By Harold P. Preston, Consultant. TESTED — successful — profitable methods for selling almost anything by mail - all contained in this stimulating, how-to-do-it manual. Shows you how to insure sales right from the start; gives all-around help, constructive ideas — selecting products best suited for mail selling — building re-sponsive lists — preparing campaigns — keeping sales and cost records — collections — building records — collections — building good-will. 228 pages. \$3.00

To examine any book check box and mail with coupon on this page You'll use it constantly . . .



-when you want facts and information to make your marketing more effective -efficient -economical

F MARKETING IS your business — or you are concerned with it in any way - then this MARKETING HANDBOOK is for you.

Here is a complete, authoritative working Handbook covering the whole marketing process — selling — advertising — sales management — research publicity - promotion. It gives you, in organized form, the accepted principles, facts, techniques and methods on every step in marketing. You can turn to it with assurance for help and guidance when you want ideas, suggestions, marketing "know-how" as worked out by America's foremost oragnizations.

When you consult the Handbook you get the benefit of information and experience

When you consult the Handbook you get the benefit of information and experience drawn from a multitude of sources, explained clearly and illustrated with live examples of successful practice. It is edited by PAUL H. NYSTROM of Columbia University and ALBERT W. FREY, M.A., FREY of Dartmouth, nationally-known of the production field with a board of in the marketing field, with a board of 69 consulting and contributing editors, including leading research authorities, specialists from faculties of leading institutions, members of professional firms and business executives of wide marketing experience.

> Unsurpassed in its compact presenta-tions of the essentials you need quickly to get the "what-why-how" on any marketing question. It provides in one convenient place the scientific methods and practical selling skill that, in the face of today's marketing problems, you will not willingly be without.

> > 1321 Pages 226 Illustrations

M.C.S., Professor of Marketing, Dartmouth College. With a Board of 69 Consulting and Contributing Editors:

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- 3. Marketing Research
- 4. Product Policies Service Policies
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5-DAYS' EXAMINATION

THE RONALD PRESS COMPANY 15 E. 26th St., New York 10

SEND ME a copy of the MARKETING HANDBOOK, edited by PAUL H. NYSTROM, et al. At the end of 5 days I will either remit full price (\$7.50) plus postage, or return it. (We pay postage if check accompanies order — same guarantee.)

Name	
	Title
Address	
City	State
	11.00

COMPANY RONALD PRESS Fifteen East Twenty-Sixth Street New York 10, N. Y.

Pablishers also of: Accountants' Handbook. Cost Accountants' Handbook, Financial Handbook, Marketing Handbook, Office Management-a Handbook. Production Handbook.

Media and Agency News

NEWSPAPERS

Four advertisements, one national and three local, in the November 20 issue of *The Birmingham News* attracted sufficiently high reader interets to place among the 10 best-read advertisements in their respective categories for the 114 studies completed to date in the Continuing Study of Newspaper Reading which The Advertising Research Foundation is conducting in cooperation with the Bureau of Advertising of the A. N. P. A.

Men's reading of local and amusement advertising exceeded the me-



HAROLD RIESZ has been named director of business promotion and research for Scripps-Howard Newspapers, General Advertising Dept.

dians established for these categories. Their reading of department store advertising gave them a three-way tie for fifth place in that category for all studies to date.

Women's reading of local advertising, especially department store advertisements, was above average and

readership of amusement advertising equalled the all-study median.

The measured issue of *The Birmingham News* contained 73 national advertisements of 70 lines or over. Some national advertising was read by 43% of the men and by 53% of the women.

Tops with both men and women was a 1,488-line display for Sweet-Heart Toilet Soap which appeared on page 29. It stopped 18% of the men and 25% of the women with an introductory offer of three cakes of soap.

It not only ranked as the bestread national advertisement with both men and women in this study, but the women's score gave it a twoway tie for eighth place in the Toilet Requisites classification for all studies to date.

A new high was recorded in the local Automotive classification for all studies so far when Western Auto Stores' 2,224-line advertisement stopped 22% of the men and 55% of the women.

The National Advertising Service, Inc., New York City, has just published its new 1948 College Newspaper Rate & Reference Guide. This directory lists 703 college newspapers, for which N. A. S. serves as national advertising representative, grouped alphabetically by state and city to facilitate their selection by geographical area.

Opposite each paper are noted frequency of publication, college regis-

tration broken down by men, women, total and faculty, circulation, and advertising rates.

Additional informative material in the Guide includes a listing of services offered by N. A. S., mechanical requirements for each publication, and college market informative.

Compared with the previous edition, the new Guide reveals 51 additional college papers now accepting national advertising and represents a 41% rise in college enrollments,



RICHARD C. SWANK, JR., newly appointed manager of Chicago Tribune's Sales Development Division.

58% increase in circulation for all papers.

The Guide is available without charge to all interested advertisers and agencies.

Proposed plans for the enlargement of the operations of the Retail Division, Bureau of Advertising, A. N. P. A., to project it actively "into the over-all development of chain store newspaper advertising," have been recommended to the Bureau's governing board.

Inauguration of the proposed program would occur this month, depending upon the governing board's approval.









MERGER . . . Cresmer & Woodward, Inc., a consolidation, effective March I, of the two long established firms, Williams, Lawrence & Cresmer Co. and John B. Woodward, Inc., becomes one of the two or three largest companies in the field of national newspaper advertising in manpower

and in volume of circulation and advertising of the newspapers represented. Principal partners (above, left to right) are: William T. Cresmer, chairman of the board of directors; Leonard L. Marshall, president and treasurer; Delwyn J. Worthington and Roy L. Rubel, executive vice-presidents.



—when you use the same avenue of communication your customers do

Over

600,000 Sundays

Over

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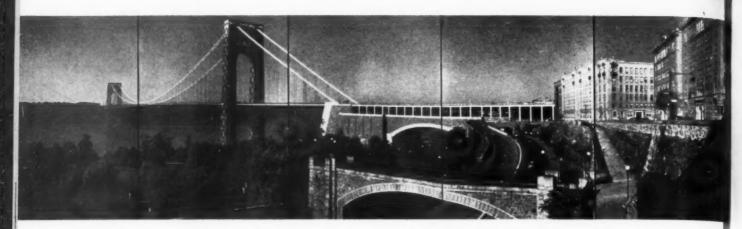
gton and residents. EMENT 235,000 Week Days

That's a big circulation for this territory

SAN FRANCISCO EXAMINER

MARCH 1, 1948

127



"THE NEW AMERICA" . . . With over 56,000 miles via truck, train and plane behind its two mobile units, Life's five-panelled

color-slide show starts its second year of activity with a March date in Washington, D. C., to launch the new bond drive.

MAGAZINES

"The New America," Life's spectacular color-slide show affirming this Nation's potentials, has been seen by more than 120,000 people since its premiere last March. On the 18th of this month, as kick-off for the United States Treasury Department's coming bond drive, a special showing will be held in Washington, D. C., before a hand-picked audience of top Government, military, and business representatives. Closely scheduled bookings, that have kept the production almost constantly on the road for over a year, now extend into May and to July 3, respectively, for the two special mobile units built to haul the show equipment around the country.

Up-dating of slides and text by the publisher-producers has helped to maintain the big show's fresh timeli-

ness. But, more especially, a breadth and depth of appeal, inherent in the original production, have insured a popularity and a continuing demand for showings.

"The New America," via colorslides, narration and musical background, presents the faces of the Nation, connotes the capabilities of its people. Projected onto five-paneled, 30- and 40-foot screens, in 127 senarrator, soundman, technician, and two assistants. Thousands of sales and advertising executives, business leaders, chamber of commerce members, and industry association people have seen and praised "The New America." And it is still going strong.

Samuel Goldwyn listed this as one of the six pictures which contributed most to the advancement of films during the past year.



JOHN MILLER, former advertising manager of Coronet, appointed advertising manager of Argosy.



E. W. TIMMERMAN, recently appointed vice-president and publisher of the American Druggist.

quences, it pictures the resources and glories of the United States, both natural and American-made. A total of 635 color-slides are used, hundreds more having been taken and edited out. A special musical score was composed by Paul Creston and recorded by a 40-piece orchestra.

Following its New York City premiere last year before the Nation's leading business executives, and the special showings held for the Cabinet, both Houses of Congress, the Supreme Court, and diplomatic representatives, the production has played in 31 cities located in 21 of the United States and in Toronto and Montreal, Canada. The mobile units have traveled 45,800 miles by truck and another 10,700 by rail and air. Each unit consists of a crew of five:



EXHIBITOR . . . Mechanix Illustrated, originator of the first National Craft and Science Show, has a booth on display at the L. Bamberger Department Store Hobby Show.

BUSINESS MAGAZINES

The 1948 Sporting Goods Trade Directory has been issued this year in three sections totaling over 1,000 pages. It is edited by *The Sporting Goods Dealer*, a C. C. Spink and Son publication, St. Louis, Mo., as an added service to its subscribers.

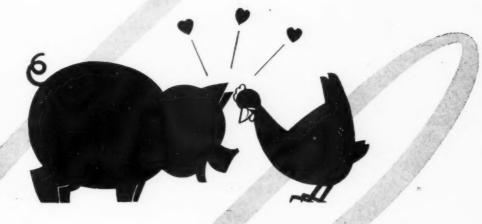
The great number of changes in product listings, manufacturers and sales personnel in the sporting goods industry since the war resulted in many months of checking, editing, cross-referencing and detailing to assemble all the essential information necessary and helpful to the sporting goods dealer, jobber and manufacturer. This information was further classified and has been broken down in the Sporting Goods Trade

LIKE

HAM

GOES WITH

EGGS



... The Oregonian goes with the Oregon Market



When you think of ham, you think of eggs; when informed advertisers think of the Oregon Market, they think of THE OREGONIAN. Throughout its \$2 billion market The Oregonian covers 42.7% of all family homes daily, 53.8% on Sunday. No other medium approaches this complete, influential, market-wide coverage.

FIRST IN CIRCULATION—

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

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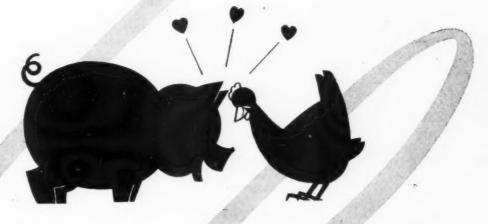
Trade

ENT

HAM

GOES WITH

EGGS



... The Oregonian goes with the Oregon Market



When you think of ham, you think of eggs; when informed advertisers think of the Oregon Market, they think of THE OREGONIAN. Throughout its \$2 billion market The Oregonian covers 42.7% of all family homes daily, 53.8% on Sunday. No other medium approaches this complete, influential, market-wide coverage.

FIRST IN CIRCULATION—

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

MARCH I, 1948

129



CLIFFORD E. HARRISON, who recently became a partner in the Selvage & Lee organization, specialists in industrial public relations.

Directory as three easy-to-use sections, rather than one cumbersome volume.

H. E. Hilty has been appointed director of sales training of the McGraw-Hill Publishing Co., and manager of its Classified Advertising Department. He is replaced as sales manager of Factory Management and Maintenance by H. R. Mathias. John Weidig becomes assistant to the manager of Classified Advertising, and R. W. Davis, sales manager of the Catalog Service Division, has been appointed assistant manager of Engineering and Mining Journal and Coal Age.

Frederick E. Schmitt, Jr., has joined Reinhold Publishing Corp. as director of promotion and publicity for the corporation's five American Chemical Society magazines.

AGENCIES

A new client service—advertisement position rating—has been inaugurated by Needham, Louis & Brorby, Inc., Chicago. This new function of the agency's Media Checking Department gives the client a continuing study of the positions his advertisements are given in each publication in which they appear. The scoring service covers magazines, farm papers, business publications, and newspapers.

Formerly a partnership, the advertising agency, Smith, Bull & McCreery, has been incorporated under the laws of the State of California. The officers are Walter McCreery, president; Dick Smith, vice-president; Frank Bull, secretary and treasurer.

. Young & Rubicam, Inc., has moved into new and larger quarters for its Mexico City operations.

W. J. Sylvester, formerly local sales manager of Station WJW, has formed a new advertising agency,



ROBERT R. FERRY, who has become associated with the firm of La Roche & Ellis, New York City, will function in an executive capacity.

Gerst, Sylvester and Walsh, Cleve-

George E. Kelly is a newly elected vice-president of W. Earl Bothwell, Inc., becoming administrative executive of all publicity and public relations of the agency and also continuing as account executive. . . Richard A. Halderman has become merchandising supervisor of Young & Rubicam, Inc., Los Angeles. . . Paul Baur and Douglas Keys have joined Kenyon & Eckhardt, Inc. . . Thomas H. Moore, Jr., now heads the Radio and Television Department of Cowan & Dengler, Inc., and is a member of the agency's planning committee.

ACCOUNTS

The Sao Paulo, Brazil, office of McCann-Erickson, Inc., has been ap-

pointed by Industrias Reunidas F. Matarozzo S. A. to handle the advertising of its "Margarite," a margarine. . . Buchanan & Co., Inc., is appointed by Mark Cross Co. for advertising and promotion of Mark Cross Sales Divisions. . . The Jewelry Industry Council to Ellington & Co., Inc. . . The American Chem-

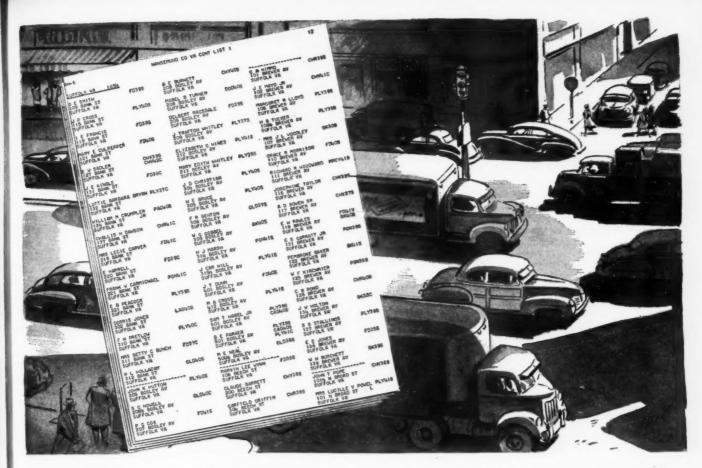


ROBERT P. GUST has joined C. G. Fogarty Co., Chicago, as consultant in marketing and merchandising.

ical Paint Co., Ambler, Pa., to Gray & Rogers, Philadelphia... The Kiwi Polish Co., Pty. Ltd., to Duane Jones Co., Inc... U. S. Foot Appliance Corp., Chicago, to Kuttner and Kuttner... Marta Cigar Co. to Roy S. Durstine, Inc... The FR Corp. of New York to Walter Weir, Inc., for advertising the compony's photographic equipment lines.



WORLD'S LARGEST television studio—over 700,000 cubic feet— being constructed in the Grand Central Terminal Building, New York City, for Columbia Broadcasting System, as a major step in plans for a nationwide television network.



A MILLION DOLLAR MAILING LIST!

One million dollars every year! That's what it costs to compile the names of all passenger car and truck owners in the United States into a usable consumer mailing list. Yet these lists are yours to buy or use, in whole or in part, for a mere fraction of their original cost.

Names are available for every village, town, and city in the nation. In larger towns these names can be supplied by neighborhood selection. And in all towns the names are available by make and year of vehicle.

Obviously these lists are ideal for the advertiser of automotive merchandise—passenger cars and trucks, gasoline and oil, tires, batteries and accessories.

But while the primary user of these lists is the automotive advertiser, they are used widely for mail order selling, mail sampling, dealer helps and straight institutional mailings by the advertisers of chewing gum, vitamins, clothing, millinery, clocks, radios, and many other non-automotive items.

The national passenger car and truck owner lists have an infinite number of applications to the business of selling the consumer. Get in touch with your nearest Donnelley office

and learn how these automotive lists can be used profitably in your business.

OTHER DONNELLEY SERVICES:

- DEALER HELP MAILINGS—including planning, supplying of mailing lists, printing, dealer imprinting, addressing, scheduling and mailing.
- CONTEST PLANNING AND JUDGING—supported by years of experience in handling the nation's major contests.
- SELECTIVE MARKET MAILINGS—proved by exhaustive tests, national, regional and local campaigns.
- MAIL-AWAY PREMIUM SERVICE—executed by an expert staff geared to handle volumes of requests quickly and efficiently.
- SAMPLE MAILINGS—mass or selective coverage, including the complete job of addressing, packaging and mailing.

THE REUBEN H. DONNELLEY CORPORATION

350 E. 22 nd ST. CHICAGO 16, ILL. 305 E. 45th ST. NEW YORK 17, N.Y. 727 VENICE BLVD. LOS ANGELES 15, CALIF.

d



Retail Sales and Services Forecast for March, 1948

March should be another big retail month, despite the slight uncertainties brought about by sharp declines in some commodities. For the U.S.A. the gain in sales and services over the corresponding 1939 month is expected to be 167.5%.

San Jose, center of a rich agricultural section, tops the list of biggest "City-Index" gains, followed by two war boom cities which are holding their gains surprisingly well. The top fifteen are: San Jose, Calif., 445.2; Wichita, Kan., 432.5; San Diego, Calif., 430.5; Fresno, Calif. 428.5; Tucson, Ariz., 417.6; Topeka, Kan., 413.3; Microi Ela 388.5; San 413.3; Miami, Fla., 388.5; San Bernardino, Calif., 387.6; Oakland, Calif., 382.7; Spartanburg, S. Car., 382.5; Sioux City, Iowa, 380.7; Albuquerque, N. Mex., 375.0; Phoenix, Ariz., 372.8; Aberdeen, S. Dak. 370.0.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change

is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and serv. ices estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

- 1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200
- 2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.
- 3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management.

Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same most in 1939 which equals or exceeds the national change.

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

RETAIL SALES AND SERVICE (SM Forecast for March, 1948) City Nat'l City Million Index Index

UNITED STATES

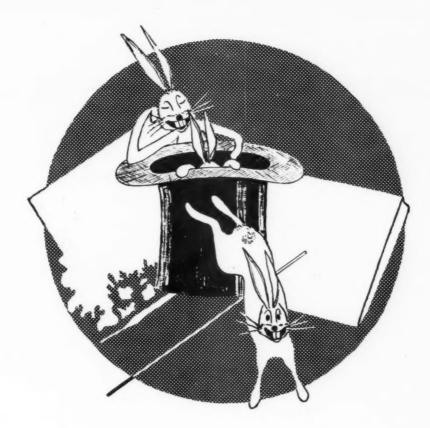
267.5 100.0 10,650.00

Alabama

31.13 Birmingham 320.2 120.1 10.40 313.1 . 117.5 Mobile Montgomery 290.7

(Continued on page 134)

SALES MANAGEMEN



they go together

Hempstead Town and the Review-Star go together like rabbits and a magician's high hat.

Retail sales in New York State's No. 1 High-Spot City multiply faster than rabbits on overtime. And in this \$275,000,000 retail sales market the Review-Star works like magic getting results for you. Department stores, grocery retailers and financial advertisers will tell you that it's not magic, of course-simply the selling influence which this newspaper has built up through twenty-seven years of the highest kind of reader service.

That's why these cost-conscious advertisers buy more linage in the Review-Star than in any other local daily. When they speak thus, what more is there to say!

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town.* In March, twenty - second consecutive month in the lead, retail sales forecast is 210.5% above March 1939; 16.5% above national gain for same period. Volume for March, \$31,000,000.

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Million

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31.13 10.40

MENT

*Sales Management

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy . Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit . Cincinnati . Kansas City . Atlanta

Nasan Baily Review Star Hempstead Town-NY's Fourth Market THEY GO TOGETHER

MARCH 1, 1948

BETHLEHEM **GLOBE-TIMES**

Wins over a million lines of national advertising during '47!

Wins a bigger audience because Bethlehem is second fastest growing city of Middle Atlantic area!

Wins over 2,000,000 lines of advertising from neighboring Allentown retailersbecause these people really know: 1. Bethlehem and Allentown are one market (Pennsylvania's third largest). 2. Only the Globe-Times covers Bethlehem!

THE BETHLEHEM **GLOBE-TIMES**

Represented nationally by De Lisser, Inc.



metropolitan newspapers sell here

a heap get right back where they came from ... left on the train by the 9:15 riders.

DIFFERENT

with the Elizabeth Daily Journal readers. The riders and non-riders, living in Elizabeth and Union County Communities, pick up their Journal at home where they and their family are in the mood to read and discuss the news . , . the advertising.

Journal Circulation Is 90% Home Delivered!

Elizabeth Daily Lournal ELIZABETH, N. J.

Special Representatives WARD-GRIFFITH CO., Inc.

HIGH

(Continued from page 132)

RETAIL SALES AND SERVICE (SM Forecast for March, 1948)

		CHY	
	City	Nat'l	3
	Index	Index	Millions
Arizona			

A Phoenix 372.8 156.6 ☆ Tucson 417.6 139.8

Arkan	505			
☆ Fort	Smith	 298.7	112.2	3.76

Little Rock 265.3 99.6

California

San Jose	445.2	167.0	19.08
San Diego	430.5	161.4	43.52
☆ Fresno	428.5	160.3	18.80
San Bernardino	387.6	145.3	8.58
☆ Oakland	382.7	143.5	62.75
☆ Long Beach	366.4	136.7	34.65
A Pasadena	356.3	133.7	17.80
☆ Berkeley	355.2	133.1	11.6
Los Angeles	315.3	118.2	230.68
☆ Stockton	315.0	113.2	12.00
Santa Barbara	272.2	102.2	6.5
Sacramento			
San Francisco	252.8	94.8	103.5

Colorado

Denver	290.4	108.9	48.00
☆ Colorado			
Springs	278.5	104.5	6.10
Pueblo	275.2	103.3	5.75

Connecticut

Stamford	287.3	107.8	8.80
Bridgeport	273.2	102.5	18.60
A Hartford	272.5	102.2	27.67
New Haven	262.0	97.3	20.72
Waterbury	237.1	89.0	10.55

Delaware

Wilmington		246.7	92.5	17.30
· · · · · · · · · · · · · · · · · · ·	**********	-10	24.2	27.00

Washington 256.5 96.2

District of Columbia

Florida			
☆ Miami			30.75
☆ Pensacola	350.0	131.3	4.45
A Tampa	341.2	128.1	13.78
☆ Jacksonville	305.3	114.6	21.00
St. Petersburg	285.3	107.1	9.25
Crlando	281.4	105.6	6.88

Georgia

☆ Columbus	361.2	135.5	8.00
Macon	344.7	129.3	6.76
Atlanta	343.5	128.9	43.00
Albany	298.6	112.0	3.25
Savannah	290.5	109.0	10.25
Augusta	267.5	100.0	6.10

RETAIL SALES AND SERVICE (SM Forecast for March, 1948)

City
City Nat'l \$
Index Index Millions

240 5 127 6

Hawaii A Honolulu

E Honoraia	***********	340.3	127.0	40.30

Idaho

A Boise	 327.8	123.0	5.15

Illinois

☆ Rockford 345.0	129.5	12.85
☆ Peoria 291.6	109.4	16.35
East St. Louis 285.0	107.0	7.42
Moline-Rock Island-		
N. Moline 262.5	98.5	9.69
Chicago 255.1	95.7	370.00
Springfield 250.2	93.9	10.20

Indiana

8.60

11.14

South Bend	430.5	161.5	16.25
☆ Fort Wayne	342.7	128.6	17.75
☆ Gary	325.0	122.0	15.20
Evansville	302.6	113.5	16.00
☆ Indianapolis	283.4	106.4	52.50
Terre Haute	250.6	94.0	8.53

lowa			
Sioux City	380.7	142.8	11.2
Des Moines	285.2	107.1	20.00
☆ Davenport	280.0	105.0	8.5
Cedar Rapids	277.4	104.1	8.2

· cansas			
☆ Wichita ☆ Topeka	 432.5	162.2	23.15
A Topeka	 413.3	155.0	12.75
☆ Kansas	328.1	123.1	10.27

Kentucky

☆ Louisville		280.0	105.1	31.55
Lexington	************	261.1	98.0	9.20

Louisiana

New	Orleans	255.0	95.6	50.0
Shrev	report	248.7	93.2	14.7

Maine

☆ Lewiston-			
Auburn	295.5	110.9	
☆ Bangor	279.4	104.9	
Portland	265.0	99.4	

Maryland

86.00

104.1 96.1	108.5 5.7
277.5 256.2	

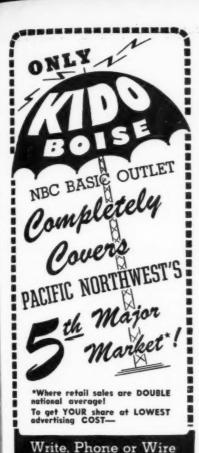
11.00

Massachusetts

☆ Holvoke	268.1	100.6	6.17
Fall River		99.6	10.30
Springfield		98.8	20.50
New Bedford		98.4	10.00
Worcester	257.5	96.6	22.00
Boston	210.0	79.8	106.50
Lowell	201.3	75.5	8.85

Michigan

micingan		
☆ Lansing	342.5 128.5	13.32
☆ Jackson	324.4 121.7	8.05
Battle Creek	304.9 114.4	7.10
(Continued	on page (35)	



SALES-MARKETING EXECUTIVE SEEKS CHANGE-NOW WITH LEADING CORPORATION

KIDO or JOHN BLAIR

53

.00

.54

).27

9.20

0.00 4.75

4.90

08.50

10.30

20.50

10.00

22.00 06.50

8.85

13.32

8.05

7.10

ENT

18 years experience developing distributor organizations which included, administration, organization analysis, sales-analysis-control-training, tion, marketing and promotions, distribution, advertising, merchandising and business development. Write Box 2517, Sales Management, 386 Fourth Ave., New York 16, N. Y.



(Continued from page 134)

RETAIL SALES AND SERVICE (SM Forecast for March, 1948) City City Nat'l Index Index Nat'l Millions Michigan A Detroit .. 302.0 113.4 200.00 Grand Rapids... 290.0 108.8 21.75 Flint .. 287.5 107.9 18.95 ☆ Kalamazoo 285.2 107.0 9.85 Saginaw 280.3 105.2 7.65 Bay City ... 250.3 93.9 5.85 Muskegon ... 235.7 5.70 88.4

Minnesota

100.0	42.50
93.8	12.50

Mississippi

☆ Jackson	*124**********	347.7	130.4	8.50

Missouri

Springfield	362.5	136.0	7.00
☆ St. Joseph	330.7	124.1 .	6.85
* Kansas City	300.6	112.7	49.50
St. Louis	255.0	95.6	76.75

Montana

☆ Billings	305.3	114.6	4.87
☆ Great Falls	301.7	113.2	5.45

Nebraska

A Omaha		325.0	121.9	28.50
Lincoln	*******************************	246.2	92.4	9.70

Nevada

Reno 330.1 123.9 6.	89
---------------------	----

New Hampshire

Manchester	accomment	253.1	95.0	7.72

New Jersey

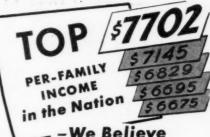
公	Paterson	D0011000000000000000000000000000000000	295.5	110.9	20.50
\$	Elizabeth	***************	282.5	106.0	12.90
\$	Newark		281.7	105.6	70.00
2	Passaic	************	270.6	101.5	12.20
	Camden	************	244.2	91.6	14.00
	Trenton .	***************	235.8	88.4	18.15
	Jersey Cit	y-			
	Hoboker		184.0	69.0	24.50

New Mexico

\$ Albuquerque	******	375.0	140.6	7.60

New York

☆ Hempstead			
Township	310.5	116.5	31.00
Binghamton	272.4	102.2	9.13
Niagara Falls _	268.2	100.6	7.00
Jamestown		99.5	4.95
Troy	263.3	98.8	6.98
Syracuse	260.5	97.8	21.50
Schenectady	254.4	95.5	9.40
Albany	245.0	91.9	15.50
Buffalo	243.6	91.0	53.00
Rochester	238.8	89.6	35.00
Elmira	237.3	89.1	5.70
New York	231.7	86.9	685.00
Utica	225.0	84.4	9.02
(Continued	on pa	ge 136)	



-We Believe

HOLLYWOOD has it!

The Per-Family Income in the Hollywood Citizen-News circulation area was \$7702 in 1946, according to the Los Angeles Bureau of Municipal Research. This tops the \$7145 of Cleveland Heights, ranked first in Sales Management's latest Survey of Buying Power.

Hollywood's intensive concentration of buying power results in a tremendous retail sales volume-\$826,287,978 in 1946. Here is a really BIG, SEPARATE market ... a top drawer market that you can cultivate intensively only with the

HOLLYWOOD AND ADVERTISER

HOLLYWOOD, CALIFORNIA

National Representatives =

STORY, BROOKS & FINLEY, INC.

WINSTON-SALEM:



In Department Store Sales Gain in 5th Federal Reserve District for 1947!

Over Two Times District Gain!

From January through December, 1947, Winston-Salem, U. S.' 100th Market, scored an increase of 11% over 1946 . . . 5th District increase only 5%.

PROOF POSITIVE-that Winston-Salem is a "must" market for advertisers with something to sell in the South's No. 1 State!

TWIN CITY ASTON-SALEM JOURNAL and SENTINEL SUNDAY EVENING MORNING . Representative KELLY -MITH COMPANY

BULLSEYE!

shooting straight for sales when you aim for prosperous Woonsocket. Per-family food sales as of May 1947 were 54% above the national average . . . drug sales, 67% above . payrolls, highest in history! (Source: S. M. Survey)

Only one paper gives you 99.6% coverage of this rich market—the



Representatives: Gilman, Nicoli & Ruthman

180, 523 presidents
say with cash That -NATIONS BUSINESS is the hot book in The business

HIGH SPOT CITIES

(Continued from page 135)

RETAIL SALES AND SERVICE (SM Forecast for March, 1948) City City Nat'l \$
Index Index Millions

North Carolina

☆ Durham		122.8	7.70
☆ Winston-Salem	325.5	122.2	8.43
Charlotte	315.0	118.2	14.50
Asheville	318.4	119.5	7.10
Greensboro	310.3	116.5	8.00
Salisbury	283.4	106.4	3.07
Raleigh	240.0	90.1	5.38

North Dakota

				*	
公	Grand	Forks	340.2	127.6	3.55
公	Fargo	***************************************	310.5	11.6	4.85

Ohio

☆ Dayton	332.5	124.8	29.00
Akron	326.2	122.5	32.63
☆ Warren	324.1	121.7	5.72
Toledo	290.7	109.1	36.07
Cleveland	282.6	106.0	106.71
Youngstown	280.4	105.2	19.30
Canton	270.7	101.6	13.75
☆ Zanesville	270.0	101.4	5.18
Cincinnati	263.8	99.0	56.50
Columbus	260.0	97.6	38.45
Springfield	243.4	91.3	6.50
Steubenville	217.3	81.5	4.86

Oklahoma

☆ Tulsa	10111111111111	278.5	104.5	17.82
Oklahoma	City	260.2	97.7	25.75
Muskogee	*********	256.7	96.4	3.50

Oregon

Salem	320.0	120.1	5.77
A Portland	317.5	119.2	55.10

Pennsylvania

7	York	295.7	110.9	7.87
7	Erie	287.5	107.9	13.23
	Chester	265.4	99.6	8.60
	Wilkes-Barre	253.2	95.0	10.35
	Pittsburgh	250.6	94.0	82.65
	Altoona	249.0	93.4	7.95
	Bethlehem	248.4	93.2	5.91
	Johnstown	247.2	92.7	9.00
	Norristown	246.5	92.5	4.52
	Allentown	245.3	92.1	13.45
	Lancaster	242.3	90.9	8.75
	Harrisburg	235.6	88.4	12.85
	Philadelphia	235.0	88.2	182.50
	Williamsport	231.4	86.8	5.30
	Reading		80.7	12.00
	Scranton		73.3	11.65

Rhode Island

Woonsocket	**********	260.1	97.6	4.83
Providence	*******	245.0	91.9	33.25

RETAIL SALES AND SERVICE (SM Forecast for March, 1948) City
City Nat'l \$
Index Index Millions

South Carolina

Spartanburg	382.5	143.2	6.73
Greenville	345.3	129.6	7.50
Columbia	293.5	110.2	8.30
Charleston	274.0	102.8	9.00

South Dakota

Aberde	een	370.0	138.8	3.00
Sioux	Falls	347.2	130.6	6.22

Tennessee

* Knoxville	354.0	132.8	16.65
Nashville	321.3	120.6	20.05
Memphis	317.6	119.1	36.28
Chattanooga	280.5	105.2	14.20

Texas

Fort Worth	355.4	133.4	27.5
* Houston	355.0	133.2	56.2
☆ Dallas	350.0	131.3	48.8
Amarillo	347.3	130.6	8.0
& El Paso	336.7	126.3	9.8
☆ Waco	320.0	120.1	6.8
San Antonio	319.2	119.7	28.5
Beaumont	315.4	118.4	8.1
Wichita Falls	310.2	116.4	7.0
Corpus Christi	295.2	110.7	9.9
Austin	273.5	102.6	10.6
Galveston	240.6	90.2	7.6

Utah			
☆ Ogden	362.4	136.0	6.92
Salt Lake City	300.0	112.6	20.75
Vermont			

Burlington 253.6 95.1

4.90

Virginia

Portsmouth	348.2	130.7	6.23
Norfolk	325.5	122.2	19.5
Newport News	295.7	110.9	6.00
Richmond	273.4	102.6	30.5
Roanoke	272.1	102.1	9.4
Lynchburg	232.3	87.1	4.77

Washington

* Tacoma	330.2	123.9	17.25
☆ Seattle	305.0	114.5	65.00
Spokane	293.7	110.2	18.47

West Virginia

A Madison .

La Crosse

☆ Sheboygan

Huntington 293 Charleston 255 Wheeling 231	.0 95.6 10.42
Wisconsin	
Appleton 305	4 118.4 6.6
☆ Milwaukee 297	.6 111.6 83.00

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Superior Manitowoc

Wyoming				
☆ Chevenne	40101010111010	294.6	110.5	3.65

field!

WHO WANTS WRENCHES?



During the war a New England manufacturer greatly expanded his factory. He needed a much larger market for his excellent wrenches.

How could he find such a market-fast?

This is the sort of problem National Analysis was formed to answer.

A preliminary survey indicated that farmers needed wrenches badly.

A survey was planned, questions formulated, the interviewing done in scientifically determined sections of the market, and the results were tabulated and analyzed.

The manufacturer and his advertising agency acted promptly on the analysis and the copy themes uncovered during the survey.

In the first 10 days that these wrenches were offered to this new market, his sales totaled \$300,000.

And was the manufacturer tickled!

National Analysts also furnished this client with a measure of his future market so that he can carefully plan his production.

Perhaps you have a problem which can be answered by a survey, and analysis of the results by experts.

NATIONAL ANALYSTS, Inc.

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The Kodak City

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AFTERNOON 12:00-6:00 P.M. Monday through Fri.	41.6	28.2	7.8	13.4	9.9	4.2
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Authority—C. E. HOOPER, INC. "Station Listening Index"





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with established provable ability. Age 32-40. Prefer college graduate. Five to six years pre-war merchandising experience essential, preferably national or large area basis with considerable field work selling thru wholesalers and numerous retail outlets. Food, drug and confectionery our main fields. Salary \$6000-8500. Extensive traveling.

Write personal, educational and experience record. No phone or wire communications accepted.

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WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

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for Engineering Material or Product. You are entitled to your share of business from the Md.-Ya. area. A sales organization of experienced and respected engineering trained men can help you attain that goal. Write Box 2516, Sales Management, 386 Fourth Ave., New York 16, N. Y.



Hammond's BUSINESS SURVEY ATLAS of the United States. A tremendous work-saver in outlining territories, routing salesmen, establishing quotas, recording sales figures, referring inquiries to proper agents, planning campaigns.

With special colored china-marking crayons (supplied with Atlas) mark and record right on the cellophane coated Outline Maps and Tabulation sheets. When changes occur wipe out marking with dry-cloth. Always an up-to-date-picture before you.

168 pages of maps. Two of every state-one packed with detailed information—the other, the cellophane coated Outline Map, showing all county lines and towns over 1000. Also special sales record sheet; population indexes; Airway, Railway and Highway maps with mileages.

Ring-bound between tough Maroon leatherette stiff covers, 123/4"x103/4". Opens flat for easy reference and marking, \$12.50 each.

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COMMENT

SPLITTING THAT FIRESTONE SALES DOLLAR

On this page in January we said we thought Chairman Harvey S. Firestone, Jr., of Firestone Tire & Rubber Co. is doing a good job in telling the public a part of the "free enterprise" story, by splitting the average manufacturer's sales dollar so everybody can understand who gets it. But we wondered whether Mr. Firestone was splitting his own sales dollar in front of his own people.

Now comes a letter from Mr. Firestone saying that's exactly what he is doing . . . and he shows us how.

The other day the Firestone annual statement was laid before every employe. It was divided thus: "We Took In"—a short list of income from sales and other sources; "We Paid Out"—a consolidated list of total payments and set-asides; "This left \$265,045,834 for employes, Government and stockholders." There followed the division of this balance: 66.9% for wages and salaries, 22.9% for taxes, 6.4% for business operating needs and 3.8% for dividends.

Then in bold-face type Mr. Firestone splits his sales dollar thus: "This means that out of every dollar we took in from sales, we paid out 56 cents for materials, transportation and other expenses, 28 cents for wages and salaries, 9 cents for taxes, 2 cents for dividends and interest. We provided 2 cents for wear and tear on buildings and equipment. We retained 3 cents in the business for operating needs."

When Firestone people can clearly see that out of every sales dollar—after costs of doing business have been paid—they get 66.9%, while owners get 3.8%, it strikes us these people will sharply question rabble rousers who picture Firestone as a greedy corporation draining its employes dry. If every company did it thus simply there would be more mutual understanding between management and labor.

MEMO TO SALES EXECUTIVES CLUBS:

Which clubs in the National Federation of Sales Executives are doing outstanding work this year "for the education of sales executives?"

One of the clubs is going to win the new SALES MANAGEMENT Award for achievement in that field . . . when the Federation assembles in annual convention June 16-18 in New York City. The club that wins will add a "first" to its laurels, for this is the first year for this new honor.

SM's publisher, Ray Bill, announced the brand new Award at the Los Angeles convention last June. He had just witnessed the 12th annual presentation (to Toronto) of the well known SM Cup for the club doing the most for salesmen. He said from the rostrum: "The number of clubs doing real, constructive work for salesmen has increased steadily. However, we in SALES MANAGEMENT are beginning to wonder about the sales executives of America. We think maybe it would be a good

idea if they get more post-graduate education." Then followed his announcement of the new Award.

Well, what is your club doing—in the current Aprilto-April year—to educate sales executives? The quality and character of your luncheon and dinner programs, the type and effectiveness of your other club educational enterprises will determine that . . . in the opinion of judges who themselves are top-deck sales executives of sound judgment.

It is time now for you to review what your club has done—and what it will do during the next month—for "the education of sales executives." The day is approaching for you to prepare a clear, descriptive entry in any form you wish . . . by letter, brochure or portfolio, with exhibits, photos, etc., as desired. Include whatever evidences there may be of results and reactions. File your entry with The National Federation of Sales Executives, Hotel Shelton, Lexington Avenue at 48th St., New York 17, N. Y., before June 1, 1948.

The field is wide open for all member clubs. Small, active clubs have an equal chance with the whoppers, for the judges will measure each entry against a yardstick of what they think is that club's capacity to perform. The club—whatever its size—that does the best job within its own limitations is the club that wins.

THOSE SPEAKERS!

We've just had another of "those experiences" listening to a sales club speaker. There's a temporary sour feeling down around our duodenum. This man had native histrionic ability and humor . . . and a message to deliver. He held the undivided attention of a big group of sales officers for 40 minutes, by his voice and manner. When he finished, they clapped him a lot of decibels and swarmed out saying: "He was good, wasn't he?"

So we questioned a dozen or so, asking: "What did he say? What was his message?" All we got was a string of puzzled "Um-ah's and "Why-let-me-see's." The speaker had won their attention but made no sale.

He made no sale because his ideas were not consecutive; they did not build up to any dotted line, and they were fogged up with irrelevancies. He made his hearers think about the way he spoke instead of what he said.

It's too bad so few speakers are able to review their speeches in advance with the hard eye of a newspaper reporter—Is it logical? Is it well knit? Will it make any copy in cold print? If not, it probably will make no sale, no matter how dramatic or entertaining.

So we suggest this exercise to sales executives who make speeches—and most of them do: Every time you listen to any speaker, try mentally to "report" the meat of what is said. If, in fact, any real meat is there after the decorations are stripped away, see if it comprises ideas that lead logically—from a lesser to a greater—to a climax in a way that's easy for an audience to follow . . . and to remember. This is good training for speech writing.



ollar alley of the illion

MAN STARTS RUSH

James Wilson Marshall was the man whose discovery started a stampede to California. It was on January 24, 1848, that Marshall found particles of gold while inspecting the millrace at Sutter's Mill on the American River. By spring, the land was overrun by gold seekers from the coastal settlements; by fall, the rush from the East had begun. California embarked on a new era. And it was in this era that the first of the McClatchy News-

papers, The Sacramento Bee, was founded.

This year, as California observes the Centennial of the Discovery of Gold, The Sacramento Bee, The Fresno Bee and The Modesto Bee join in with special pride.

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N CALIFORNIA'S great Valley market, the gold rush is still on. Total buying power is close to 2 Billion. Retail sales top 11/4 Billion—that is more than any one of 22 States.*

Yes, this is one of the West's major markets. But, remember, it's also an independent market that you cannot cover with outside newspapers. Prosperous Valley people, living well inland from the coast, read and heed local papers—The Sacramento Bee, The Modesto Bee and The Fresno Bee.

In an area containing three quarters of all the valley's buying power, these three McClatchy papers far outcirculate and outsell all competition-local and West

*Sales Management's 1947 Copyrighted Survey

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THE SACRAMENTO BEE THE MODESTO BEE THE FRESNO BEE

In Chicago there's an easier way...with results the same day



Department stores invest more of their promotion budgets in the Tribune than in <u>all other</u> Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune.

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